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ABSTRACT

The major purpose of this publication is to serve those persons and agencies interested and actively engaged in planning and directing student services in institutions of higher education. The report is intended to provide an up-to-date picture, as complete as possible, of the status of organization for the administration of student services in colleges and universities. The study has 4 basic concerns to examine: (1) the general background of selected student services personnel; (2) the staffing of the student services area of the general administration of the institution; (3) the manner in which policies affecting student services are approved and implemented; and (4) the internal organization of this area and its place in the total organizational structure of the institution. (Author/HS)

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STUDENT SERVICES ADMINISTRATION IN HIGHER EDUCATION

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Foreword

Recognition of the distinctive purpose and nature of student services has come relatively late in the evolution of the collegiate institutions of the Nation. Today's urgency for greater quantity and higher quality in higher education increases the pressure on institutions of higher education to examine critically their present organizations for student services. Too often, new administrative structure has been imposed on an older plan of organization.

Although the patterns of administration for these services lack uniformity, the trend is toward a single chief officer responsible directly to the president for administering and operating a sound and integrated program of student services. The most frequent titles given to this chief student services officer are dean of students and vice president for student affairs.

The Office of Education has undertaken this study of the organization of student services to provide those responsible for the administration of the institutions of higher education, and others responsible for planning, with guidelines for evaluation and modification.

During the early stages of this study's preparation the authors were assisted in the survey design and questionnaire development by Dr. Donald W. Robinson, now Professor of Higher Education, Southern Illinois University.

Minard W. Stout
Director
Program Support Branch

1. An Approach to the Study of Student Services Administration in Higher Education

THE GROWTH of student services during recent decades has been impressive in terms of organized and effective programs embracing vital personnel and educational aspects of institutions of higher education. Increasing enrollments require expansion of essential student services to provide a suitable climate of learning on the campus. Also, the rising costs of higher education highlight the demand for more economical use of facilities and personnel.

Responding to requests for information on the organization and management of student services has become practically an everyday task in the Office of Education. These requests come from a wide range of sources responsible for the administration and planning of higher education, including boards and administrations, professional organizations, and persons working in the area of student services. At the same time, available studies in this field cover only local conditions or special groups of institutions, rarely touch on student personnel staffs, do not properly reflect the national situation, and are out of date for present conditions. The need for a comprehensive study of the administration of student services has been demonstrated and was confirmed in conferences with several authorities, in both the field and in professional organizations serving the student services area.

Purpose and Scope of Study

The major purpose of this publication is to serve those persons and agencies interested and actively engaged in planning and directing student services in institutions of higher education. The report is intended to provide an up-to-date picture, as complete as possible, of the status of organization for the administration of student services in colleges and universities. The third of several reports on the organization of College and University Administrations, the present study has four basic concerns to examine:[1]

1. The general background of selected student services personnel
2. The staffing of the student services area of the general administration of the institution (i.e., allocation of functions)
3. The manner in which policies affecting student services are approved and implemented
4. The internal organization of this area, and its place in the total organizational structure of the institution.

For the first of the foregoing concerns, the study is limited to the level of training and experience of persons holding positions generally considered to be major student services administrative positions. These include the positions of dean of students, dean of men, dean of women, and director of counseling.

In dealing with the second major concern, the study reports the incidence of activities and functions usually considered as student services at colleges and universities and the extent to which each activity or function is considered to be a part of student services administration. The study does not report the number of persons assigned to student services.

Through a careful look at the manner in which policies affecting student services are approved and implemented, the study sheds light on the process of student services administration as it relates to (a) decision on policy development and (b) policy implementation.

An examination of present patterns of administrative organization and operation for student services and the place of these patterns in the total operation of the institution reflects the fourth major concern of the study. The part dealing with this concern is limited to the establishment of norms of practice by indicating the title of the individual having immediate responsibility for each activity or function, and the person to whom the individual with such responsibility reports.

Prior Related Studies

Even though there have been many studies of the organization and administration of student services, all seem to have one or more of the following shortcomings: (1) They were conducted on a local, State, or regional basis only, or were studies of administrative patterns within the institutions of a particular type, i.e., church-related colleges in Michigan, publicly controlled State colleges in the Midwest, or publicly controlled institutions in the Southwest. (2) They were largely status studies of current practice and provided little in the way of guidelines for institutions to use. (3) They rarely touched upon the student personnel staff.[2]

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[1] Ayers, Archie R., *and* John H. Russel. *Internal Structure: Organization and Administration of Institutions of Higher Education.* U.S. Department of Health, Education, and Welfare, Office of Education. Washington: U.S. Government Printing Office, 1962.

Russel, John H., *and* Archie R. Ayers. *Academic Administration: Case Studies in the Liberal Arts College.* U.S. Department of Health, Education, and Welfare, Office of Education. Washington: U.S. Government Printing Office, 1964.

In addition to the studies just mentioned, the American Council on Education (A.C.E.) issued a series of 11 monographs on college student personnel work, and in 1950 The American Association of Colleges for Teacher Education (A.A.C.T.E.) issued a monograph on standards for Southern personnel services and evaluative criteria.

Other sources include books describing the nature, philosophy, and organization of student services in higher education.[3]

Definition of Terms

Student Services

Student services in higher education usually include (1) welfare functions such as counseling, testing, health services, financial aids programs, placement, and alumni relations; (2) control functions such as admissions, records, discipline, and living arrangements; (3) activities functions such as cocurricular and extracurricular programs, student government, student publications, student union and cultural programs; and (4) teaching functions such as orientation programs, foreign student programs, remedial clinics, and other special informal educational services in residence halls and elsewhere in the college community.

---

[2] Bradley, Le Jeune P. *The Office of the Dean of Students in Selected Institutions of the Southwestern States.* Indiana University, February 1951.

Carroll, Maria Lucia. *An Over View of Student Personnel Workers in Institutions of Higher Education.* Ed. D. Thesis, Columbia Teachers College, 1952.

Hanson, Ernest Edward. *A Study of the Structural Organization of Student Personnel Services in Certain State Colleges and Universities.* (Dissertation for the Degree of Doctor of Education). Michigan State College, 1952.

Vogel, Fred J. *A Study of Concepts and Practices Relating to the Allocation of Certain Student Personnel Responsibilities in Selected Institutions of Higher Learning in the U.S.* (Unpublished dissertation in partial fulfillment of the requirement for the Degree of Doctor of Education). Graduate Council of Florida State University, 1958.

[3] Arbuckle, Dugald Sinclair. *Student Personnel Services in Higher Education.* New York: McGraw-Hill, 1953.

Hardee, Melvene Draheim. *The Faculty in College Counseling.* New York: McGraw-Hill, 1959.

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——— *Student Personnel Work as Deeper Teaching.* New York: Harper, 1954.

Mueller, Kate Hevner. *Student Personnel Work in Higher Education.* Boston: Houghton-Mifflin, 1961.

Williamson, Edmund Griffith. *Counseling Points of View.* Minneapolis: University of Minnesota Press, 1959.

——— *Student Personnel Services in Colleges and Universities.* New York: McGraw-Hill, 1961.

Wrenn, Charles Gilbert. *Student Personnel Work in Colleges.* New York: The Ronald Press Co., 1951.

Student Services Administration

The centralization, coordination, organization, direction, and staffing of student services constitute what is meant by the term "student services administration." The purpose of all these is to enable the institution to carry out its total purpose more efficiently.

Procedure and Organization of the Report

A questionnaire was completed and returned by approximately 95 percent of a 50-percent sample of the universities, liberal arts colleges, teachers colleges, and junior colleges of the Nation. The completed forms were examined and prepared for machine processing by higher education specialists in the Office of Education. The resultant data are set forth in the tables of this report.

The present chapter is introductory in nature; chapter 2 analyzes part of the data from section I of the survey questionnaire; chapter 3 covers part of the data from section II of the questionnaire, chapter 4 analyzes the data from section IV of the questionnaire; and chapter 5, based on section III of the questionnaire, identifies the types of officers responsible for determining administrative policy and practice in the area of this study.

Background of Student Services in American Higher Education

The roots of student services in colleges and universities are difficult to disentangle from the cultural background of which they are a part. In some form this educational activity has always been an integral part of the higher education process. The combination of classical and Christian emphases in the Oxford-Cambridge tradition largely influenced American colleges in the pre-Civil War period. Higher education was for the most part private, and the colleges took responsibility not only for their students' intellectual growth, but also for their moral, spiritual, and social development. "Student personnel work" during this period in higher education consisted mainly of a pervading paternalistic concern for insuring the religious commitment of the students entrusted to the care of the Colleges.[4]

In 1862 this country implemented a new concept which was to shape and secularize the future of higher education and that of the country in a most remarkable way. The Land Grant College legislation in 1862 introduced the idea that colleges and universities might well devote themselves to practical and vocational ends and thus open the doors to a much broader student population. This democratizing legislation made higher education a matter of public policy and thereby transformed its nature and function.

The 20th century brought with it vast reformulations of ideas concerning the nature of man and his interrelationships with his fellows and with the environment. The science of psychology was in its developmental stage, and Sigmund Freud was laying out the blueprints of modern psychiatry. Sociology and social work were emerging from their Good Samaritan traditions and declaring themselves to be social sciences. The work of two American philosophers, William James and John Dewey, represents the reaction against authoritarian and deterministic thinking in philosophy which had characterized earlier thought. The influence of their philosophies, the new social sciences, the general education movement, larger and more diverse enrollments, and the elective system coincided to transform the ideas and attitudes of college leaders. The pendulum began to swing toward a broader concern with the total development of the student.

Frank Parsons, in 1908, initiated the vocational guidance movement which, combined with a growing concern for mental hygiene, captured the public attention and dominated an emerging student personnel movement. The early appearance of "lady principals" or deans of women, and the later appointment of deans of men marked the beginning of a new breed, the personnel administrators.[5]

After World War I, the use of tests and measurements joined with the widespread interest in progressive education and child development in the 1920's and 30's to give impetus to a many-faceted approach within the student personnel movement. The student services leaders, now united in their basic aim to "individualize" education, were still divided by their many concepts of how to accomplish this.[6] The meaning and scope of student guidance was intensified in the 1940's by new emphases on individual counseling and on research in the area of group interaction.[7] After World War II, massive Federal involvement in higher education and growing enrollments led to more complex and varied provisions of student services in all types of institutions. Out of this welter of new ideas, new situations, and new perceptions of life came the new form of specialized activity in American higher education which is now classified as student personnel work.

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[4] Mueller, Kate Hevner. *Student Personnel Work in Higher Education.* Boston: Houghton Mifflin Co., 1961.

[5] Lloyd-Jones, Esther, and Margaret Ruth Smith. *Student Personnel Work as Deeper Teaching.* New York: Harper, 1954.

[6] Barry, Ruth, and Beverly Wolf. *Modern Issues in Guidance-Personnel Work.* New York: Bureau of Publications, Teachers College, Columbia University, 1957.

Only within the recent past has this educational activity been identified as a separate teaching and administrative function within the higher education community. With the development of official titles, statements of purpose, organization of professional associations, and the publication of books, articles, and journals, the student personnel movement has been gradually emerging as a self-conscious profession. Definitions of the scope of student services and the necessary qualifications of its administrators are still being developed and refined. It has gradually been realized, however, that more than "general insight, good intentions, and sympathy" are necessary for effectively administering increasingly complex programs of student services.[8]

The history of student personnel work suggests that now is a critical time. This survey provides basic information useful to those presently concerned for the orderly and effective development of student services programs. The data here supplied will, it is hoped, assist the decision-makers to do their work on a factual basis. They may thereby effectively capitalize on the special contributions of this form of educational work in the future.

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[7] Same as footnote 5.

[8] Willey, Malcolm M. "The University and Personnel Work," in Williamson, E. G., ed., *Trends in Student Personnel Work.* Minneapolis: University of Minnesota Press, 1949.

2. The Professional Student Services Administrators

THE MAIN PURPOSES of this chapter are (1) to report, in several dimensions, the broad-scope responsibilities assigned to the student services officers and (2) to provide some detailed information on the personal characteristics and educational and experience backgrounds of the four principal student services officers. These have been identified as the chief student services officer, the dean of men, the dean of women, and the director of counseling services. Although the data collected cannot be described as exhaustive, a fairly comprehensive description of these officers and their general work assignments has been obtained. Inasmuch as they are the persons primarily responsible for the educational programs characterized as student services, these reports concerning them may provide insights into the status of this aspect of administration and its leadership obtainable in no other way.

Although programs of student services are to be found universally on college and university campuses, they are not as yet organized under one administrative head in every institution of higher education. Encompassing as they do many fundamental and necessary functions and services in the higher education community, they do perforce exist on every campus. About 86 percent of the sample population, however, report that an officer classifiable as the chief student services officer exists in their institutions. The corollary fact that about 14 percent do not have such an officer is salient. The difference in percentages between the public and private institutions of all types reporting that they do not have such an official indicates wider acceptance by the public institutions of this conception of administrative organization. Almost 22 percent of the private schools (that is, more than 1 in 5) apparently still allocate student services responsibilities to other types of administrators or to faculty members. Only about 11 percent of the public schools follow this practice.

In general, it appears that the office is firmly established as part of the administrative organization in higher education. The great majority of colleges and universities now provide administrative leadership and delegate administrative responsibility to a person identifiable as the chief student services officer. These observations are confirmed by data reported in table 1.

PART I: THE CHIEF STUDENT SERVICES OFFICER

The chief student services officer may be characterized as the institutional executive whose charge may encompass the following task: to develop policies, procedures, and programs (in cooperation with his colleagues and professional staff and under the leadership of the president) pertaining to the spectrum of specialized services provided to and for students. This is normally complementary to the formal instructional programs, and connected directly with the institution's educational mission. Although there has always been a person or persons on every campus holding these responsibilities, it is only comparatively recently that a specially designated administrator has been put in charge of this work in a majority of institutions. Since this administrator is a relative newcomer in the administrative setup, an examination of him and his background may be useful in hypothesizing about the directions in which this major area of higher educational administration may be tending.

Although it is not always true, official job titles provide a general index of the roles and responsibilities they describe. The questionnaire used to collect the data here reported was addressed to college presidents with the suggestion that the chief student services officer be asked to complete it. This person was asked to report his own title. More than 73 percent report titles which may be thought of as distinctive to the field of student services administration. Exactly half report the title *dean of students* or *dean of student affairs or services.* The other 23 percent report titles of *director of student personnel services*, *vice president for student services*, *dean of men*, and *dean of women.*

Of the remainder, the greatest number (approximately 20 percent of the total sample population) are clearly related to academic administration. The largest fraction have the title *dean of the college* and the rest are variants on it. Interestingly enough, a small fraction have the title of *registrar* and a still smaller number are *commandants of cadets.* The remainder is accounted for by a residual group of titles. Although a substantial minority of other titles exists, it seems clear that the term *dean of students* is firmly established and that it generally refers to the chief student services officer in higher education.

An analysis of the major allocations of duties of chief student services officers is reported in table 2 by types of institutions. Despite the widespread acceptance of this officer in the administrative setup, it seems evident that he is not yet generally regarded as a full-time administrator. Only about 21 percent of those reporting in the total sample report that they have no other responsibilities. The rest carry on other work at the same time. Roughly 42 percent of these may be said to be spending full-time in student services related work, but the remaining 58 percent carry responsibilities for other areas of administration and/or teaching. The range of practice is of course varied by type of institution, from a high of about 61 percent full-time commitment in the universities to a low of about 33 percent in the junior colleges. The liberal arts colleges and the teachers colleges fall between. The relatively high proportion (about 25 percent) who carry administrative duties outside the area of student services, is conspicuously high.

Perhaps the most outstanding data pertain to the extent to which these executives are engaged in teaching. About 45 percent of the total sample group indicate they are spending at least a portion of their time in the classroom. It appears that the teaching tradition is deeply established among those charged with the administration of student services. Even 27 percent of those working in the largest institutions, the universities, spend some of their time in the classroom. Almost half of those in the liberal arts colleges, more than two-fifths of those in the teachers colleges, and about 46 percent of those in junior college positions teach part time.

Between the public and the private institutions, there is a clear-cut distinction relating to the difference between them of full-time commitments. The public institutions require their chief student services officers to spend proportionately larger amounts of effort exclusively on their administrative responsibilities than do their private counterparts.

In summary, the fact seems clear that the public institutions have more fully embraced the concept of a specially designated administrator of student services who spends larger amounts of his time in this work than does his counterpart in the private institutions. This is not to say that the private institutions have not to an extensive degree also developed this aspect of their administrative organizations. Their thrust has been of a different nature, with greater emphasis on shared responsibility for other administrative tasks and teaching.

Age and Sex

The ratio of men to women in the sample population of 621 is about 4:1. The age characteristics of both men and women are reported in table 3.

Among males the total group appears to be distributed over a normal curve to five 10-year intervals. Only a minuscule number are in the age bracket 70 and over. About 38 percent fall into the middle range, the 40–49 year interval. There is a skew in the direction of younger people with more than 70 percent of the group reporting that they are under 50 years of age.

As between public and private institutions, it appears that the age distributions are fairly comparable. Apparently, however, younger men are more frequently employed in private institutions than in public colleges and universities. About 7 percent more who are under 40 years of age are reported in this sector.

Noticeably more men (over 46 percent) in the 50-and-above intervals are found in the universities. A marked tendency to have younger chief student services officers is seen among the liberal arts colleges, particularly the private institutions, where more than 76 percent are under 50 years of age. The private teachers colleges also follow this pattern. With more than two-fifths of their chiefs under 40, the public junior colleges also conform to the pattern of youthful male executives. In contrast, the private junior colleges employ tangibly larger numbers in the 50-plus category.

Although the age curve of the women chief student services officers is relatively bell-shaped, it is slightly skewed in the direction of older women. More than 51 percent are in the 50-plus group. This is especially evident in the public institutions. The private institutions employ a calculably larger percentage of younger women.

Only two women have risen to the top positions in the universities included in the sample. Both of them are employed in public institutions and both are clearly mature women. The liberal arts colleges seems to be the exemplary institutional type which reflects the total pattern. A notable fact is that more than 71 percent of the women chief student services officers in public schools in this type of institution are in the 50-plus group. The predominance of older women in these positions in public junior colleges is striking. They stand in clear contrast to their considerably younger male peers in private junior colleges.

Comparatively, the male chief student services officer is slightly younger than his female counterpart. The majority of men are in the 40–49 age bracket, and the majority of women in the 50–59 bracket. The relative scarcity of women in university positions is conspicuous, especially in private university positions.

The data which report the age and sex of the chief student services officers by size of institution reveal a positive correlation between age of chief and size of institution. Men in the 40–49 age bracket appear to dominate in institutions enrolling 2,500 or more students. The number of institutions of this size in the sample, however, constitutes only about one-eighth of the total. Men under 50 are in charge in slightly more than 71 percent of the institutions surveyed.

The great majority of women chief student services officers have responsibilities for programs in institutions enrolling fewer than 1,000 students. Only 5 of the 125 women chiefs included in the sample population indicate institutional enrollments of more than 5,000 students. Of these, three are administering programs in schools enrolling more than 20,000.

The following tabulation reports the ages of the chief student services officers at the 10th, 50th, and 90th percentiles, by sex:

	Percentiles					
	Men N-496			*Women N-125*		
Type of institution	*10th*	*50th*	*90th*	*10th*	*50th*	*90th*
All institutions	32.2	44.2	58.1	38.2	50.3	62.2
Public	32.6	44.8	58.5	37.3	51.9	62.8
Private	31.8	43.5	57.8	38.6	49.7	62.0

Ten percent of the men are under 33 years of age, whereas for women, the lowest 10 percent include women 38 years of age and younger. The age differential at the mean is about 6 years, but the difference shrinks at the 90th percentile to only about 4 years. There appears to be consistency in the patterns of both public and private institutions.

Academic Background

Degrees

As may be seen in table 4, the master's degree is the typical one held by chief student services officers. This fact is true in both the public and private institutions. Of equal significance, however, is the fact that more than one-third of the sample population report having earned a research doctorate. The public sector is substantially ahead of the private in this respect, with more than two-fifths of its executives holding this advanced degree. A relatively small fraction hold only bachelor's degrees and a negligible number have other degrees or none at all. These facts indicate a generally acceptable state of educational attainment by the professional persons under study.

Each type of institution has its own characteristic degree pattern. The universities appear to have the widest latitude in this regard. The officers of both public and private institutions in the majority of cases hold the doctor's degree. The public institutions employ obviously larger percentages of persons holding the doctor's and bachelor's degrees. It is a surprising fact that 4 percent of those in private universities have less than the bachelor's degree.

The liberal arts college officers conform in the main to the general overall pattern and perhaps best exemplify the field: more than one-half have the master's degree and two-fifths hold the doctor's degree. The public institutions, though, are attracting vastly larger numbers with the doctorate than are their private counterparts. The converse is true as regards the master's degree, held by a majority of chief student services officers in private institutions.

The teachers colleges are studies in contrast. There are inverse ratios between the public and private institutions. Whereas in public colleges 7 of 10 executives hold the doctorate, in private colleges only one-third do. The approximate converse is true of the holders of the master's degree, with two-thirds in the private teachers colleges reporting this level.

The master's degree is the predominant one held by junior college chief student services officers, with about three-quarters falling into this category. Fewer than one-sixth hold the doctorate. Of all the institutional types, the private junior college employs the largest percentage holding the bachelor's degree or less.

A comparison between institutions offering 4 or more years of instruction and junior colleges indicates markedly different degree patterns among their chief student services officers. In the 4-year institutions the doctor's-master's-bachelor's formula is about 46 percent-46 percent-7 percent. In the junior colleges the formula is about 15 percent-77 percent-8 percent. Again the public institutions report more holders of advanced degrees in both cases. Insofar as advanced degrees may be an index of strength, the 4-year institutions are clearly in the stronger position of the two.

Size of institution becomes a critical factor when considering possession or non-possession of the doctor's degree at the enrollment size of about 1,000 or more students. According to the findings, roughly half of the chief student services officers in institutions of this size and larger report holding the doctorate. Two-thirds of these executives in institutions enrolling 10,000 or more students have the doctorate. The earlier observations made on the basis of type and control are generally supported in an analysis by size of enrollment. With the master's degree as the balance point, the ratio of doctor's and bachelor's preparation is related to size. The larger the enrollment figure, the more likely it is that the chief student services officer will hold a doctorate, and proportionately fewer will hold only bachelor's degrees.

Fields of Preparation

As might be anticipated, most of those engaged in college student services work (some 50 percent) have obtained their preparation in the professional field of education. The ratio of generalists to specialists in educational psychology and in guidance and student personnel work is about 1:1. Each group accounts for about one-fourth of the sample population.

The tabulation below summarizes the data received on the fields of preparation for 621 chief student services officers:

Field	*Number*	*Percent*
Education:		
General	32	5.2
Administration	116	18.6
Educational psychology	29	4.7
Guidance and student personnel	134	21.5
Social Sciences (history, law, psychology, social science)	119	19.2
Humanities (English and journalism, fine and applied arts, foreign language, philosophy, religion)	101	16.3
Sciences (biology, engineering, forestry, health professions, mathematics, physical science)	60	9.7
Residual (agriculture, business and commerce, home economics, physical education, other)	30	4.8

Another fifth of these officers are prepared in the field of the social sciences. These disciplines constitute the second largest group of contributors. An outstanding fact is that only 5 percent of the total sample population have received specialized training in psychology. Students of history and law constitute another 5 percent. The rest in this category have done their work in various other social scientific disciplines.

About one-sixth of the sample population have been prepared in the various humanities disciplines. The largest group comes from English and journalism, with nearly 6 percent of the total. Slightly more than 4 percent are students of religion. Another 6 percent have preparation in philosophy, foreign language and literature, and the fine and applied arts.

The sciences and mathematics are represented in the preparation of about 10 percent of the chief student services officers. Of the total group, about 4 percent have specialized preparation in mathematics. Biological science follows as the next largest group, with about 3 percent. The remaining fraction of this group shows preparation in a variety of scientific disciplines.

In the residual group a significant number, nearly 3 percent of the group, did their work in the areas of business and commerce. The rest were prepared in several other specialties.

The heterogeneous academic backgrounds of the responsible administrators may reflect the stage of development of student services administration in higher education. Since this work is person-centered and functionally oriented rather than academic in its thrust, it is not surprising to learn that a majority have preparation in the professional field of education. On a conjectural basis, more of these officers might have been expected to have been prepared in the field of the social sciences, particularly psychology. But when those prepared in educational psychology are added to those with other psychological preparation, some 10 percent are seen to have been educated in this discipline.

It has been argued that the nature of student services administration is quite distinctive from other forms of administrative responsibility in higher education. Presumably, this fact would warrant some specialized preparation for this professional activity. It is a conspicuous fact, however, that many chief student services officers have acquired their competency through experience in their assignments. At present it is equally clear that the formal professionalization of this work is still in its infancy.

Teaching Fields

The data in the tabulation below reflect a reasonable consistency between major fields of preparatory study and teaching fields of chief student services officers if it is assumed that corollary relationships exist. Essentially the same ratios obtain between the elements. Only the humanities disciplines show sizable gains proportionately, and this fact suggests that students with this preparation may be more persistent in teaching than others.

The tabulation summarizes the data in regard to the teaching fields of 281 chief student services officers:

Field	*Number*	*Percent* *By field, of all those who teach*	*Percent* *Actively teaching, by field of preparation*
Education:			
General	17	6.0	53.1
Administration	33	11.7	28.4
Educational psychology	11	3.9	37.9
Guidance and student personnel	60	21.4	44.8
Science	32	11.4	53.3
Humanities	60	21.4	59.4
Social science	54	19.2	45.4
Residual	14	5.0	46.7

Membership in Professional Organizations

Membership in professional organizations proves to be rather variable when examined by institutional type (table 5). Perhaps the single most outstanding fact is that more than a quarter of the sample population belong to no organization related to their professional work. If the assumption is made that there is a relationship between professional development and such membership, then the data provoke some interesting speculations. Most conspicuous are the percentages for those officers in liberal arts institutions and junior colleges, which represent a majority of institutions of higher education in the United States. This lack of participation by persons in leadership roles in these institutions should be of interest to the organizations themselves.

Apparently the American Personnel and Guidance Association, the American College Personnel Association, and the National Association of Student Personnel Administrators have largest claims to the loyalties of the chief student services officers. Presumably there is some overlap between those reporting American Personnel and Guidance Association and American College Personnel Association membership, but membership in the former may also reflect connection with any of the other organizations under the American Personnel and Guidance Association aegis. These include the Association for Counselor Education and Supervision, National Vocational Guidance Association, Student Personnel Association for Teacher Education, American School Counselor Association, and American Rehabilitation Counseling Association.

The fairly large number of those reporting membership in the American Association of Collegiate Registrars and Admissions Officers may reflect the historical tie of student services administration with the office of the registrar. Responsibility for admissions and records appears to be falling increasingly under the supervision of the chief student services officer—a fact which may also be relevant. The large memberships among the junior college officers suggests the probability of combined functions in those institutions. It appears that membership in the American Psychological Association is directly proportional to the number reporting preparation in the discipline of psychology.

Another estimate of professional development may be derived from the number of professional organizational memberships held by these leaders. A great majority, about 50 percent, it may be noted in table 6, belong to one or two associations. Again, the officers of the liberal arts colleges present the representative picture in their pattern of professional memberships. The number belonging to three or more varies considerably by institutional type. Apparently those working in universities and teachers colleges are most active in this respect, in that these officers average multiple membership in more than 4 of each 10 cases.

It may be hypothesized that the chief student services officers have polarized their interest between specialized associations such as the National Association of Student Personnel Administrators and the American Association of Collegiate Registrars and Admissions Officers, on the one hand, and broad scope organizations such as the American College Personnel Association on the other. They have participated in additional organizations only as their specialized interests or earlier histories dictate. The most remarkable fact discovered remains that a very large percentage of these educational leaders do not participate in any professional associations directly related to their work.

Professional Experience

The presumption that the administrator is the best example of long tenure in the higher education community is sharply jolted by the findings of this study which are reported in table 7. Fifty-seven percent have been in their present assignments as chief student services officers for under 5 years, and 32 percent for under 2 years. These observations indicate that the position is in a highly mobile state. The average length of experience of these officers in their present jobs is between 2 and 4 years.

There is some relationship between institutional type and length of tenure. The universities appear to be the stablest of the four types, and a majority of their executives, in both public and private institutions, have 5 or more years of experience in their present position. On the other hand, the junior colleges are staffed with persons of fairly short-term experience in their present positions. Those in the liberal arts colleges and teachers colleges constitute the middle group, with the former apparently having slightly more administrators with long-term experience than the latter. This is more characteristic of the private colleges than of the public.

Size appears to be a major factor relating to longevity of tenure. Relevant data are reported in table 8. In institutions, both public and private enrolling fewer than 1,000 students, the substantial majority of these officers have been in their present positions fewer than

5 years. This phenomenon is also reflected in institutions in the 1,000 to 4,999 range, but to a somewhat lesser extent.

As a matter of fact, large percentages of even the largest enrollment categories, particularly in the public sector, are staffed with officers who have been in present positions for relatively short terms. In the main, however, these executives have considerably longer tenure in their present positions than their colleagues in the smaller schools.

It is necessary to underscore the fact that these data report information only on the length of time the officers under study have been in their present positions. No inferences are warranted in regard to the length of experience they have had in student services work or in higher education generally. Some hypotheses may be advanced however, on the basis of the age patterns and analysis (tables 9, 10, 11) of the previous positions held by the group under study.

Previous Experience

As may be observed in table 9, the great majority of these executives have been promoted from within their own institutions. Again a contrast of some interest may be observed among institutional types. Two-thirds of the chiefs in the universities as compared with slightly more than one-third of those in the junior colleges have moved to their present positions from within their institutions. Those in the liberal arts colleges and in the teachers colleges again fall in the intermediate range.

Other institutions of higher education are the locations of the previous work experience of the second largest group of these officers. Nearly a quarter of them have had this background. Thus, nearly 70 percent of the sample population are persons with previous experience in higher education.

Additional analysis of the data by length of tenure in present positions corroborates the foregoing pattern. About 65 percent of officers newest in their posts and about 66 percent of those with 15 or more years of experience in their present positions have moved within the higher education community. This fact suggests a certain stability in the promotion history of the position.

A significant number of these officers have secondary school backgrounds. The range of percentages follows the earlier reported pattern among institutional types. The largest percentage occurs in the junior colleges. This might be anticipated, since many of these institutions have close connection with secondary schools, which are logical sources for recruitment.

The remaining one-eighth have previous experience outside the educational frame. That this ratio has remained stable is again corroborated by the analysis of length of tenure noted above. Among the extreme groups, those with less than 1 year of experience and those with 15 or more years experience in their present positions, approximately 11 percent (slightly less than one-eighth) moved from noneducational jobs to their present positions. Thus, a stable pattern exists for this part of the total sample population also.

A probe back to the level of the second previous position more clearly indicates that the experience contributions of the secondary and elementary schools are substantial, and that they must be regarded as important contributors to these officers' backgrounds. All types of institutions show sizable percentages of chief student services officers have worked in these areas. Table 10 further elaborates the earlier work histories, by location and type. The major fact that stands out, however, is that the great majority of those in the leadership roles of student services administration have their roots in the educational enterprise. Moreover, there is some general consistency in the work histories of the chief student service officers, a fact that is noticeable at least through two levels of previous experience.

The position titles of the last previous assignments of the chief student services officers provides some insights (table 11). More than one-fourth have moved from faculty positions to their present responsibilities. This source ranks second only to other student services work as a background. Slightly more than one-third have had such previous experience in student services work and a majority of them were in administrative positions. Only the universities deviate significantly. More than half these men have had student services experience, mostly in administrative posts.

About 1 in 10 of the executives moved from other areas of administration. As might be anticipated, the university chiefs do not conform to the pattern in this respect. Nearly one-fifth of them came from other kinds of administrative responsibility in higher education. This suggests that in selecting their student services administrators those responsible in large institutions look for demonstrated administrative skills in many cases rather than previous professional preparation or experience.

Almost 15 percent of the sample population report previous secondary or elementary positions, either as administrators or teachers. This percentage is weighted heavily by the junior colleges, which report nine times the number of such persons as do the universities.

Most dramatic are the distinctions between the officers of the universities compared to those in the junior colleges. But an apparently consistent pattern in general responsibilities, educational qualifications, and professional experience backgrounds of the chief student services officers among the four institutional types investigated is visible in these data. It may be observed, nonetheless, that the professional leadership role in student services is still in a developmental stage and is at present being supplied by persons of diverse philosophies and educational commitments.

PART II: THE DEAN OF MEN

In institutions of higher education the person bearing the title *dean of men* is perhaps the model student services officer. It was he in the first instance whom the institution's president designated to take responsibility for what have come to be called student services. In the formative days, he was a special assistant to the chief executive, whose primary concern was student discipline. His function since then has expanded many times, but he remains a principal representative of this form of administrative work in colleges and universities.

Although in many institutions the dean of men may also be the chief student services officer, for purposes of this survey only those who were not classified as chief student services officers were included in the present group. All subsequent data therefore pertain to those men who report to chief student services officers under the title *dean of men* or one very similar to it. About 355 institutions reported officers of this kind.

The title *dean of men* has much broader currency than has any single title for the chief student services officer. More than two-thirds of those reporting indicates this as their title. Most of the remainder report some variant of *associate dean of students*. This relative stability may be accounted for by the long history of the position in institutions of higher education.

The most immediately manifest fact to be observed in table 12 that describes the duties of deans of men is that they spend most of their time in work which combines student services administration and teaching. The significant connection of these officers with teaching is made clear by the fact that more than half of them are engaged in classroom teaching as part of their professional responsibility. As was true of the chief student services officers, about two-fifths of these men are engaged as full-time administrators of student services.

The table reveals great differences among institutional types as regards the duty assignments of these officers. In 75 percent of the universities reporting, the dean of men is a full-time administrative officer. Only infrequently is he asked to carry administrative responsibilities outside the area of student services. In both liberal arts colleges and teachers colleges about 40 percent of these officers are engaged in full-time administration of student services, and about 50 percent are engaged in some teaching activity. In both these cases, about 10 percent of them carry some administrative duties in other areas. The junior college situation again represents one end of the spectrum. The deans of men in these institutions patently carry more diverse responsibilities than their peers in the 4-year institutions. Less than one-fifth of them are engaged full time in student services administration. More than two-thirds carry some teaching responsibilities, and slightly fewer than one-third have responsibilities for administrative duties outside student services.

When the data are examined by control and type of institution some differences become apparent among the practices of the public and private institutions. The public universities differ from the private ones in that they give heavier emphasis to duties solely characteristic of the responsibilities of dean of men. The private universities do not assign these officers in any case to duties outside the area of student services administration. In most respects there appears to be great similarity in practice between the public and private liberal arts colleges. A slightly larger percentage in the private institutions carry responsibilities for administrative duties outside student services areas. Since the number of private teachers colleges is small, no comparison can be made. Compared to the private junior colleges, the public have almost three times as many officers assigned on a full-time basis. Their staff assignments are roughly comparable in most other respects. Both the public and the private apparently rely heavily on this executive to carry responsibility for the administration of other aspects of the college program, both administrative and teaching.

Age

Table 13 indicates that the office of dean of men is staffed by comparatively young men. When the total sample population is considered, 78 percent of these deans are under 50 years of age. The public institutions employ about 71 percent from this age class, whereas the private institutions exceed the average and about 84 percent of their deans are so classifiable. The largest number fall in the 30–39 age range interval.

When examined by institutional type, the data further support this observation. Although the comparative pattern of older staff members in the university to younger staff members in the junior college persists, even the universities indicate that 58 percent of their deans of men are under 50 years old. The other institutional types generally indicate that three-fourths or more of their officers are in this age class.

The numbers in private institutions, including the university, are uniformly higher than the public institutions in this regard. It may be conjectured that the vigor of youth is indicated to meet professional responsibilities or that this position may be preparatory to the top positions.

Academic Background

Degrees

Most deans of men hold the master's degree irrespective of the type of institution in which they are employed. About 7 in 10 are thus classifiable and this is a fairly stable ratio across type categories. Only about 15 percent have earned a doctorate. Most of the remaining group hold bachelor's degrees and a very small minority have less than bachelor's degrees. A very few hold degrees other than the doctorate or the bachelor's. These data are reported in table 14.

Uniformity in this regard may be noted to a considerable extent among the data for institutions by control and type. Both public and private universities employ the largest percentages holding the doctor's degree. Only two facts stand out: One is the relative frequency of deans in the liberal arts colleges who have earned only the bachelor's degree; the other is the complete absence of any deans who have earned the doctorate among the private junior colleges.

Fields of Preparation

There appears to be a remarkable stability and similarity in the fields of preparation from which the deans of men and their administrative superiors have come. Nearly half the deans of men come from backgrounds in professional education and among them also the ratio of generalists to specialists is approximately 1:1. (The chief student services officers reported identical information, as already shown on p. 13.)

The tabulation below summarizes the data received on the fields of preparation for 355 deans of men:

Field	*Number*	*Percent*
Education:		
General	31	8.7
Administration	48	13.5
Educational Psychology	19	5.4
Guidance and Student Personnel	68	19.2
Social Sciences	66	18.6
Humanities	59	16.6
Sciences	35	9.8
Residual	29	8.2

The percentages of respondents indicating social sciences backgrounds are also very similar. Once more this is about one-fifth of the sample group, and again about 5 percent have specialized preparation in psychology.

It is a somewhat unexpected statistic also that similar percentages report backgrounds in the field of the humanities. About a third with this background did their work in the fields of English and journalism, nearly half indicate preparatory study in religion, and about one-sixth in philosophy.

Percentages almost identical with those of the chief student services officer report backgrounds in science and mathematics. About 4 percent also indicate preparation in mathematics. The physical sciences and the biological sciences contribute another 4 percent and various other specialities make up the remainder.

Although the residual group is somewhat larger than that among the chiefs, it is again coincidental that these deans report a 3-percent element with preparation in the fields of business and commerce. Only 2 percent report the highest earned degree in the field of physical education. The remainder represent a variety of other scholarly interests.

Teaching Fields

Among those deans of men who include teaching as part of their professional responsibility, the teaching service reflects a generally predictable pattern by fields of preparation. The majority of those prepared in the professional field of education give proportionately less time to the instructional program than do those with preparation in science, the humanities, and social science. From the professional education sector only the guidance and student personnel group (more than a third) contribute as much to the teaching field as those from other fields.

Of those who are prepared in professional education, most are engaged in full-time administrative duties. Deans prepared in traditional academic disciplines frequently maintain liaison with them by teaching. This is particularly true among those with backgrounds in the humanities and in mathematics and psychology.

The following tabulation summarizes the data in regard to the teaching fields of 181 deans of men:

Field	*Number*	*Percent* *By field, of all those who teach*	*Percent* *Actively teaching, by field of preparation*
Education:			
General	8	4.4	17.1
Administration	11	6.1	26.5
Educational psychology	12	6.6	10.5
Guidance and student personnel	22	12.2	37.6
Science	24	13.3	19.3
Humanities	45	24.8	32.6
Social science	46	25.4	36.5
Residual	13	7.2	16.0

Membership in Professional Organizations

Slightly more than one-half of this sample population reports no membership in student services related professional organizations (see table 15). Only staff members in the universities deviate substantially from this fact. The American College Personnel Association, American Personnel and Guidance Association, and National Association of Student Personnel Administrators are the only professional organizations having any considerable degree of support from the deans of men. Participation in the other organizations is of a fragmentary character and is presumably connected with the special interests of individuals.

When the data are examined by institutional type, greatest participation in professional organizations may be noted among the university deans. The largest number of their memberships is in the National Association of Student Personnel Administrators. The fact that so many belong to no organization is nonetheless provocative. The deans representing the liberal arts colleges, since they constitute a majority of cases, are of special interest. Nearly half of them have not elected to participate in professional organizations. Memberships seem to be equally divided among American College Personnel Association, American Personnel and Guidance Association, and National Association of Student Personnel Administrators for that minority of liberal arts deans of men who do join professional associations. The teachers colleges and the junior colleges should be fertile fields for the membership officers of the professional associations. They appear to be relatively undeveloped insofar as membership recruitment is concerned.

Table 16 shows the *number* of memberships of deans of men in national student services related organizations. When examined by institutional type, the data confirm earlier data and some new insight into multiple membership patterns is obtained. The conspicuous facts of only very limited participation by the total group and the relatively few who belong to more than one association stand out. Only slightly more than a quarter belong to any association, a sixth to two associations, and a small fraction to three or more. The deans in universities are again the most active participants and the junior colleges staff members the least.

Professional Experience

An even higher percentage (about 65 percent of the deans of men as compared with 57 percent of the chief student services officers) have been in their present positions for fewer than 5 years. One-third have been there under 2 years. Only about one-sixth report tenure of 10 years or longer. Hence, a repetition of the tenure pattern of the chief student services officers among the deans of men is seen in table 17.

Of the two, the public sector appears to be more stable than the private, with a slightly larger percentage of their deans having tenure of 5 years or longer. The public university is accounted the most stable element of all. The public liberal arts college ranks second in this respect. Most institutional types, however, have in the post of dean of men large majorities of officers who have been in their present positions fewer than 5 years.

The factor of institutional size as this relates to length of tenure in present position is examined in table 18. A general trend may be observed which indicates that those with least tenure are in the small institutions, and those of longer tenure are in the large institutions. The deans employed in institutions enrolling from 1,000 to 2,500 students best exemplify the pattern of tenure. When examined by control, the data do not reveal any consequential differences in the tenure histories of their officers except in the two largest-size categories. By and large, the deans of men in public institutions have been in their present positions much longer than their counterparts in private institutions. The relatively large number of recent appointments in the private institutions of largest enrollment size provides a contrast with the public institutional pattern.

Previous Positions

More than 61 percent of these officers report moving to their present positions from other positions in higher education according to data reported in table 19. With one exception, a majority of them have been promoted from within their present institutions. Only the teachers colleges have imported a larger percentage of the officers from outside and these come from secondary or elementary education. More than four-fifths of all these executives report previous experience in the educational field. This is almost equally true for all types of institutions. Among the remaining one-fifth, the only surprise is the number who move directly from no prior position to this responsibility. Reports of other than educational locations of previous positions indicate only minute numbers of staff officers moved from them.

This configuration of previous experience, when analyzed by length of tenure in present position, indicates a remarkable constancy. About 80 percent of those with under 1 year experience compares with about 87 percent with 15 years or more in the field who report moving from previous work in the field of education. The ratio of about 60 percent from higher education positions and 20 percent from secondary or elementary education positions holds firm in all categories of tenure except the 10–14 year category, where only 4 percent report previous experience in secondary or elementary education, and 84 percent report previous experience in higher education.

Another parallel in previous-position experience between deans of men and chief student services officers may be seen in table 20. These data pertaining to the position held *prior* to the last previous position of deans of men reflect essentially the same facts as were reported earlier. Nearly one-third of the group under study had previous experience in secondary or elementary education. All institutional types have drawn to their present positions men who have had such preparation. About two-thirds of these officers worked in an educational context in their second previous positions. A fact of some special interest is that more than one-sixth report no prior position, which indicates that a considerable number (about a fifth) have moved to their present position through only one previous position.

When the data pertaining to the previous position titles of these executives are examined in table 21, it is immediately manifest that most of them moved from faculty ranks to their present positions. This is true of all type categories except the university. Previous posts in student services work, including counseling, have been held by the second largest number. This group is almost equal in size to those who moved from faculty ranks. A notable 17 percent were engaged in teaching or administration in secondary or elementary schools.

Differences in experience as reflected by position titles among officers of the various institutional types are clear in table 21. Similarities exist between the university deans and the liberal arts college deans. The teachers college officials more closely resemble the junior college men in their experience as reflected by position titles. In two respects they all are similar: Only an insignificant fraction report previous experience in the role of dean of men or chief student services officer; and relatively small fractions have moved from other types of academic or collegiate administration.

Of the deans of men it may be said, as it was of the chief student services officers, that they represent a breadth of education and experience which covers the broad spectrum of major interests in higher education. They appear to be somewhat younger counterparts, in many respects, of their administrative superiors, the chief student services officers.

PART III: THE DEAN OF WOMEN

With the advent of women to the higher education community in the 19th century came need for attention to their special educational, social, and psychological requirements. A long evolutionary pattern of professional development may be discerned from those early-day "lady-principals" who first responded to these special requirements to the modern-day deans of women. Present-day executives carry broader and deeper educational responsibilities in addition to traditional concerns for shelter, safety, and discipline, which the early-day staff members were charged to provide.

As was the case with the deans of men, for purposes of this survey only those deans of women who were not classified as chief student services officers were included in the present group. A total of 466 institutions indicate they have a student services officer whose general responsibilities fall into this professional classification.

The title *dean of women* has the broadest currency of any titles of the three major student services deans. More than 70 percent of the respondents indicate they have an administrator bearing this title. Another 15 percent report the title of *assistant* or *associate dean of students*. The remainder report a variety of titles, but only that of *counselor to women* constitutes any significant group, and less than 5 percent hold this title.

The duties of the deans of women in the sample population are reported in detail in table 22. A pattern not too dissimilar to that of the deans of men may be seen. Slightly fewer than 50 percent indicate they are engaged full time as administrative officers. Notably fewer of them than the chief student services officers are engaged in administrative duties outside the student services area.

Institutional type obviously exercises considerable influences on the kind of allocations of responsibilities assigned these women. The universities clearly require most of their executives to spend full time in fulfilling administrative obligations. About 78 percent are thus engaged. A surprisingly large 21 percent report that they also teach. The duty requirements of private universities do not differ greatly from those of public universities.

The distributions of the liberal arts colleges and the teachers colleges are similar and they do not differ greatly from the distribution for the total sample population. More than 90 percent of the deans of women are engaged in a combination of student services activities and teaching. The pattern remains consistent as between publicly and privately controlled institutions, with the exception that the deans in publicly controlled liberal arts colleges are significantly more often engaged in administrative duties outside student services than are their sisters in the privately controlled ones.

The practices of the junior colleges differ so substantially from those of the rest of the sample population as to be in a class by themselves. Only about a third of these schools have full-time deans of women. More than one-sixth of the deans carry administrative duties outside student services. The pattern of many-faceted responsibility is clearer among the junior colleges than among other types of institutions. This appears to be especially true among private institutions, but is evident in the public group as well.

Age

The executives who staff the office of dean of women appear to be on the average slightly older than their male counterparts (see table 23). This is most noticeably true in public institutions, where about 47 percent of the deans are under 50 years of age, in contrast to about 64 percent in the private institutions. The largest number of respondents fall into the 40–49 age range interval, but the skew of the total population is in the direction of more mature women.

An examination of the age distribution by institutional type reveals that both public and private universities reflect the total sample population pattern. The liberal arts colleges, particularly the public ones, are apparently staffed by considerably more women younger than the general average. In the case of the teachers colleges, sharp contrasts are visible between the public and the private. The junior colleges do not deviate in any significant way from the group averages; however, the private junior colleges employ conspicuously larger numbers of young women than do the other institutions.

In summary, it would appear that the work force in various types of institutions cover essentially the same age ranges and in approximately the same proportions. Moreover, although the private institutions have slightly younger staff members in the role of dean of women than do the public, the differences between them are of no great significance in this respect.

Academic Background

Degrees

Table 24 shows that more than two-thirds of the deans of women in the sample population have earned the master's degree. About one-sixth have achieved the doctorate and the remaining one-sixth hold a bachelor's degree or less. The levels of educational preparation of these executives is almost identical with that of the deans of men.

The universities employ twice as many deans holding the doctorate as the group average. Interestingly enough, the public universities employ twice as many with this advanced degree as do the private universities. By way of contrast, it should be observed that the public universities also employ twice as many officers holding the bachelor's degree or less than do the private universities. The liberal arts college deans conform to the norm group except in the number of deans in the public institutions who hold the doctorate. Conspicuously enough, the teachers colleges show unusual strength as regards the preparation of their executives. The junior colleges show quite disparate situations vis-a-vis public and private institutions. This latter group employs in this position unusually large numbers of persons holding the bachelor's degree or less.

In general, with about 84 percent of the professional corps holding advanced degrees, it may be observed that the office of the dean of women in the institutions covered by this survey is strongly staffed from the standpoint of academic background.

Fields of Preparation

A majority of the deans of women hold degrees in a professional field of education, but they are not so large a majority as was the case with their male colleagues. However, most of these women are specialists in guidance and student personnel work. The figures indicate that the ratio of specialists to generalists in this group is 4:1. The fact that about one-third of these student services officers have specific professional preparation for their work is remarkable.

The tabulation below summarizes the data received on the fields of preparation for 466 deans of women:

Field	*Number*	*Percent*
Education:		
General	35	7.5
Administration	11	2.4
Educational psychology	11	2.4
Guidance and student personnel	148	31.7
Social sciences (history, law, psychology, social science)	60	12.9
Humanities (English and journalism, fine and applied arts, foreign language, philosophy, religion)	111	23.8
Science (biology, engineering, forestry, health professions, mathematics, physical science)	30	6.4
Residual (agriculture, business and commerce, home economics, physical education, other)	60	12.9

On the other hand, a larger number of these deans are prepared in more traditional disciplines than are their fellow student services administrators. Preeminent among these is the number who have educational backgrounds in the humanities. They constitute nearly one-fourth of the population under study. Of these, the greatest number report preparation in English and foreign language. A small fraction, about an eighth of the group, report their preparation in philosophy and religion.

In contrast with their male colleagues, the deans of women report the social sciences and the residual group of disciplines jointly ranking third as fields of study. Each field contributes about one-eighth to the total sample population. Especially evident is the small percentage, only slightly more than 3 percent, reporting preparation in psychology. Even when combined with educational psychology this discipline contributes less than 6 percent to the total sample population.

The residual group includes about 5 percent with home economics backgrounds and a similar percent from business and commerce. The rest are from various backgrounds, none of which makes a noteworthy contribution. The remaining group includes the science disciplines, which contribute a relatively small percentage to the total group. A majority of these deans report backgrounds in the biological sciences and health professions. Mathematics and the physical sciences majors make up the rest.

Teaching Fields

From the tabulation below, summarizing data in regard to 216 deans of women, it is apparent that many of them are actively engaged in teaching:

		Percent	
Field	*Number*	*By field of all those who teach*	*Actively teaching, by field of preparation*
Education:			
General	16	7.4	45.7
Administration	4	1.9	36.4
Educational psychology	11	5.1	100.0
Guidance and student personnel	44	20.4	29.7
Science	16	7.4	53.3
Humanities	75	34.7	67.6
Social Science	26	12.0	43.3
Residual	24	11.1	40.0

Those prepared in the humanities disciplines, especially those who teach English and journalism, are the most numerous among the teaching corps. The strong relationship between student personnel work and teaching is illustrated by the figures concerning those prepared in teaching. It is an outstanding fact that about one-third of the deans who teach are drawn from those prepared in the professional field of education.

When the data are examined from the perspective of those actively engaged in teaching, by fields of preparation, it is once again clear that those prepared in traditional disciplines are most active in the teaching fields. Those with preparation in professional education are engaged more typically in the administration of student services.

Membership in Professional Organizations

The dean of women as a group tend to be associated with professional organizations more than do their male counterparts. Nearly three-quarters of the sample population report membership in at least one professionally-related organization (see table 25). The main thrust of interest is appropriately enough indicated by membership in the National Association of Women Deans and Counselors. The American Personnel and Guidance Association is a distant second in order of participation. The American College Personnel Association ranks third. It is possible, though, that there is some overlap between membership in this organization and in the American Personnel and Guidance Association. The remaining participation of special interest is the 5 percent who report belonging to the National Association of Student Personnel Administrators. This may reflect a growing interest on the part of women administrators in an organization which for many years has been almost exclusively male in its membership.

The fact that one in four of these women executives do not belong to any professional organization must be taken into consideration. This quality is somewhat conditioned by the data classified by institutional types. Only a small fraction of the university deans report holding no memberships, and the great majority belong to the National Association of Women Deans and Counselors. The deans in liberal arts colleges are the most numerous in the sample population, and they are the ones who report the largest percentage holding no membership among the 4-year institutions. Since they are so numerous, they may be the best general index of interest in professional organizations. The executives in the teachers colleges show significantly higher interest in the American Personnel and Guidance Association and the American College Personnel Association than do the liberal arts deans. Apparently they are fairly active, generally speaking, as to membership in professional associations.

The junior college deans again seem to constitute a class by themselves. More than half belong to no associations and even the National Association of Women Deans and Counselors attracts only two-fifths of them to membership. In every other respect their interest in professional associations seems to be minimal.

The picture as reflected in table 26 on the number of memberships the deans hold in national personnel or related organizations indicates that a majority of these women elect membership in one organization. Another third, however, belong to at least two. The university deans are the most active in this respect and nearly half belong to three or more groups. The teachers college executives are second in this regard and nearly half of them belong to two or more organizations. The deans in the liberal arts colleges conform to the norm of the sample group in their membership pattern. Those in junior colleges are the most modest disciples, with only a small minority reporting more than one membership.

Professional Experience

These administrators share the pattern with other student services administrators of relatively brief tenure in their present positions (see table 27). Nearly half of those in all types of institutions report fewer than 5 years' tenure in their present assignment. More than one-quarter indicate they have had 1 year or less experience in their present positions. Viewed from another perspective, however, about half of those in the sample population fall into the middle range, with 2–9 years' tenure; and about one-fifth report 10 or more years at their present posts. The deans in the universities report the longest tenure, with a calculable majority indicating 5 or more years in their present responsibilities. In this regard, the public universities are stronger than the private ones, with a higher number of recent appointments in the private universities being reported. An unexpected 30 percent in this latter class report 1 year or less in their present positions.

Of the remaining 4-year institutions, only the private teachers colleges afford any anomaly. They seem to be staffed entirely by relatively recent appointees.

The majority of the deans of women in junior colleges are new in their posts and about two-thirds have fewer than 5 years' tenure in them. The remaining one-third, in both public and private institutions, report similar patterns of long tenure.

The influence of institutional size on tenure is the subject of table 28. The data suggest a situation similar to that observed in the case of chief student services officers and deans of men. Generally speaking, there appears to be a direct ratio between size and length of tenure. The smallest population category provides the exception to this generalization. In the main, the public institutions seem to be better examples than the private ones, since in all public institutions enrolling 2,500 or more the dean of women typically has 5 or more years of experience in her present position. The private schools are not so regular in this respect, but a tendency to longer tenure in large institutions may be noted in the figures on full-time experience by enrollment size.

Some patent differences are apparent between the tenure of public institution deans and that of private institution deans. In particular, it appears that the larger private institutions have made relatively more numerous appointments in recent years. The fact that all the deans in the private institutions and nearly one-half of the public ones in the largest enrollment category are relatively new in their appointments is remarkable. The enjoinder made in this connection in a similar discussion of the chief student services officers should be remembered (see p. 17). No inferences regarding the general employment experience of these executives is warranted on the basis of these data.

Previous Positions

The great majority of the deans of women have moved to their present responsibilities from previous positions in colleges and universities. In this regard, they share again the experience noted among other student services administrators (see table 29). In general, the pattern of movement from other institutions seems slightly to exceed intramural promotion. There is some variance by institutional type, and whereas the university deans report that three-fourths of their number held previous positions in higher educational institutions, only about half the junior college executives indicate this background.

A strong minority indicate secondary or elementary school experience in their last previous positions. Those employed in liberal arts and teachers colleges conform to the group norm, whereas the university deans are in significant contrast in this respect to their junior college counterparts.

The remainder of the sample population report previous experience scattered over the several alternatives. The only significant percentage in this group is the 7½ percent reporting no prior position. No other alternative is significant as a previous position among any of the institutional types.

A tabulation of data not here reported indicates that a considerable majority of these deans in all types of institutions, when studied from the perspective of tenure in their present positions, consistently report a clear majority with previous experience in higher education. The pattern of advancement within institutions is relatively constant, also. The ratio remains approximately one-fourth moving within institutions and one-third of the incumbents moving from other institutions of higher education. There also appears to be consistency in the percentages reporting secondary and elementary school backgrounds. No other major areas of previous experience are indicated.

Relatively few of these officers have moved through two positions in their present institution. Table 30 substantiates and illuminates this observation. A great majority were employed in other institutions prior to their present assignments. Roughly equal percentages of the sample population moved from other institutions of higher education and secondary or elementary schools. Institutional types differ, however, in this respect. The universities and the junior colleges again reverse each other, as they have done in other areas.

The large number who report no previous position at this level is especially interesting. Nearly a quarter of the total group appear to have held only two positions in their professional careers. The deans of teachers colleges provide a notable exception, but they constitute a relatively small group.

The various specializations of incumbent deans of women in their last previous positions are reported in table 31. More than a third indicate experience in the area of student personnel work. The university deans indicate a majority of their numbers with such a background, the teachers college officers more than one-half, the liberal arts deans about a third, and the junior college deans about a fifth. Most significant is the fact that more than three-fifths of those engaged in this professional work (as reflected by this sample group) report no immediate previous experience pertaining to it. When correlated with the degrees held by these executives this fact suggests that the field is staffed largely by the self-taught.

Significant numbers (more than one-fourth) report moving from other college administrative and teaching responsibilities to their present roles. Among those last employed in secondary or elementary schools it is clear that, like the deans of men, they are a primary source of staff for the junior colleges.

Thus it is seen that the deans of women, in most of the important ways, share similar educational backgrounds and have professional experience similar to that of their colleagues—the chief student services officers and the deans of men. The deans of women have a more extensive involvement in teaching and the numbers of those who hold professional degrees in the area of guidance and student personnel work is appreciably larger. In other respects, however, their similarities appear to exceed the differences.

PART IV: THE DIRECTOR OF COUNSELING

The director of counseling is the most recent member of the student services administration staff. The enormous growth of psychological knowledge and the changing character of the higher education enterprise in the past half century have eventuated in the development of this staff position. The character of the position varies considerably from institution to institution, and the exact nature of the role and scope of counseling services is still the subject of considerable controversy. The range of offerings under this rubric includes offerings of extensive psychiatric service to students, on the one hand, to performance of this role by individual faculty members who are disposed and willing to perform this service, on the other hand.

The questionnaire for this survey did not limit or qualify in any way what was to be included in the counseling area. This decision was left to the individual reporting institutions. A total of 355 colleges and universities reported an officer whom they classified as director of counseling. This represents slightly less than half the total sample population. It should be noted that the lack of a director of counseling service does not indicate that counseling services are not offered in the unreported colleges and universities. Most institutions in this class offer part-time services or rely on individual faculty members to carry counseling responsibilities. For purposes of this survey, only those institutions reporting an officer titled *director of counseling* or something similar are included.

The title *director of counseling* is very firmly established in the reporting institutions. This title or some variant of it exists on the campuses of nearly three-quarters of the respondents. Only the titles *counselor* and *associate* or *assistant dean of students* are shown as alternative titles and they occur in only a very small number of instances.

Most directors of counseling are engaged in work within their own professional field and in addition carry teaching responsibilities. Of the four student services administrators under study, the director of counseling carries the lightest responsibility for other student services duties or for service in other administrative areas.

The duties of the directors in various types of institutions are reported in table 32. Of the four types of institutions surveyed, the universities give their counseling officials the greatest opportunity for full-time service. The public universities apparently have made the fullest commitment in this regard. The private universities rank second; slightly more than a fourth of their directors serve in their positions on a full-time basis. Only a very small percentage have responsibility outside the counseling and teaching areas.

A heavy emphasis on teaching duties may be observed in the allocation of duties at liberal arts colleges and teachers colleges. The data indicate that only about a sixth of these institutions have full-time directors.

Among the junior colleges the diversity of responsibility is self-evident. These institutions report the largest number who have administrative duties outside the student services areas and teaching duties as well. The public junior colleges seem to place heavier responsibilities on their executives in this respect than do the private junior colleges.

Age and Sex

Women constitute approximately one-fifth of this professional work force. Table 33 enumerates in some detail the age and sex distributions of these executives, by control and type of institution.

More than three-fourths of the men in the sample population, in both public and private institutions, indicate that they are under 50 years of age. When examined from the perspective of institutional type, the data show that the majority of the male directors in both public and private universities are in the middle-age ranges. The staffs in the private universities are slightly younger than those in their public counterparts and the same is true of the liberal arts colleges and the teachers colleges. Among the junior colleges the most singular observation is the large number of young directors of counseling. Particularly prominent is the fact that nearly three-fifths of those working in private junior colleges are under 40 years of age.

The distribution by age of the women directors of counseling does not differ greatly from that of the men directors. The largest number fall into the 40–49 age range interval. About two-thirds of these directors are under 50 years of age, the public institutions employing significantly more directors in this age group.

The public liberal arts institutions are unique in that all the women directors reported from these institutions fall into one age group. Of special interest among the private liberal arts colleges is the fact that none of the women directors fall into the youngest age group. On the other hand, the public teachers colleges seem most prone to employ directors 20 to 29 years of age.

The comparative youth of the women working in the junior colleges is comparable with that of their male counterparts serving in these institutions. The data reveal that four-fifths of the women are under 50 years of age and that slightly more of these are employed in public junior colleges than in private ones.

Academic Background

Degrees

The directors of counseling report the highest number of holders of the doctorate among the four student services administrators studied. Although the typical degree is the doctorate, there is almost equal distribution between those having the master's degree and those having the doctor's. It seems clear that the master's degree is the minimum educational requirement for this position in the great majority of colleges and universities.

As may be seen in table 34, most universities appear to require the doctorate, for only a very small number of those directing counseling services hold lesser credentials. Again, directors with this advanced degree predominate in the liberal arts colleges. Substantially more are found in this group in the public institutions than in the private. Only the private teachers colleges employ any substantial number of persons in this position holding the bachelor's degree. The group average indicates, though, that nearly two-thirds of those working in this type of institution hold the doctorate.

Of all the types of reporting institutions it is only in the junior colleges that the master's degree is typical. More than four-fifths of this sample population have achieved it. Also notable are the percentages holding the doctorate and the bachelor's degree among the private junior colleges.

Fields of Preparation

The tabulation below summarizes the data received on the fields of preparation of 355 directors of counseling:

Field	*Number*	*Percent*
Education:		
General	13	3.6
Administration	18	5.1
Educational psychology	33	9.3
Guidance and student personnel	123	34.6
Social Sciences (history, law, psychology, social science)	128	36.1
Humanities (English and journalism, fine and applied arts, foreign language, philosophy, religion)	26	7.3
Sciences (biology, engineering, forestry, health professions, mathematics, physical science)	7	2.0
Residual (agriculture, business and commerce, home economics, physical education, other)	7	2.0

It appears that most directors of counseling are prepared in one of the various forms of psychological studies. The great majority—nearly three-fourths—report preparation in educational psychology, guidance and student personnel work, and other aspects of psychology. Those with preparation in guidance and student personnel work are in a majority and constitute about one-third of the total group.

The remainder of the respondents were prepared in a variety of disciplines. No one of them, however, constitutes any sizable fraction of the group. About 9 percent indicate that their highest earned degree was obtained in professional education, with emphasis on administration or general studies. The social sciences and the humanities provide the most significant fractions from the traditional disciplines. Only a minuscule number report preparation in science or the various residual disciplines.

Although the directors of counseling appear to be the most highly professionalized specialists among the student personnel administrators, many in this service have moved into positions on a basis other than that of professional preparation. A factor to be kept in mind in analyzing this population is that the nature and definition of counseling is subject to great variability and is not standardized in any precise way. These facts undoubtedly affect the data here reported.

Teaching Fields

Although many of the student services administrators studied in this report have been engaged in teaching to some degree, an examination of the data in the subsequent display illuminates the fact that those responsible for counseling are most active of all in this respect. Those teaching in the social sciences make the largest contribution, both numerically and by percentage. Most active in this field are the psychologists. As was the case with the other administrators, those with backgrounds in the traditional disciplines are more actively engaged in teaching than those with backgrounds in professional education. Those in this latter class, however, teach more extensively than their colleagues in other student services administrative posts.

The tabulation below summarizes the data received in regard to the teaching fields of 246 directors of counseling:

		Percent	
Field	*Number*	*By field, of all those who teach*	*Actively teaching, by field of preparation*
Education:			
General	11	4.5	84.6
Administration	7	2.8	41.2
Educational psychology	29	11.8	87.9
Guidance and student personnel	66	26.8	53.7
Social Science	106	43.1	85.7
Humanities	17	6.9	65.3
Science	6	2.4	82.8
Residual	4	1.7	57.1

Membership in Professional Organizations

The American Personnel and Guidance Association has attracted the largest number of these counseling officers to its membership (see table 35). Nearly half of the sample population indicates that they belong to this organization. Recalling that this organization consists of several special interest groups the wide variety of attractive associations with particular appeal to counselors probably accounts for the large enrollment report.

The American College Personnel Association ranks third among the counselors in membership frequency. It is possible that some of the American Personnel and Guidance Association percentage includes an overlap with this association, since it is one of the constituents of the larger organization.

It is difficult to interpret the significance of the number reporting membership in the American Psychological Association. With such large numbers indicating preparation in various forms of psychology, presumably more than one-third of the sample population might be expected to hold membership.

The phenomenon of nearly one-third of this group's having reported that they hold no memberships in professional associations is somewhat qualified by an examination of membership by institutional types. Only a relatively few of the directors employed in universities belong to none. Nearly half those reporting no memberships are employed in junior colleges. The officers working in the liberal arts colleges are the most numerous and they reflect the group averages very closely. Slightly fewer belong to the American College Personnel Association and slightly more to the American Psychological Association. The large number of nonjoiners among the junior college officers exercises a major influence on the group average. The joiners in this latter group show greatest interest in the American Personnel and Guidance Association.

No other organization among those listed attracts any significant number to its rolls. Only the directors in the teachers colleges report any substantial participation outside the three major groups already identified.

A majority of these executives belong to one organization. As may be seen in table 36, about one-fifth report two memberships and another fifth, three or more memberships. The university directors share the previously noted pattern among the university administrators of more active participation in professional associations. Nearly one-half belong to three or more organizations. The next largest group in this category are those representing the teachers colleges. Junior college directors are least active, with about one-third of them reporting membership in one organization, and only about one-fifth reporting two or more memberships.

Professional Experience

Although not quite so pronounced as noted in other areas of student services administration, the pattern of large numbers of recent appointments to the principal counseling administration post is illuminated in table 37. More than three-fifths of those included in the sample population have been in their present responsibilities fewer than 5 years. In this respect, the public and private instiutions are very much alike. The interval which includes the largest number of cases is that encompassing 2 to 4 years' tenure. The skew in the direction of shorter experience in present positions is conspicuous. The data suggest that the directorship of counseling is as mobile a field as other student services administration posts.

Those employed in universities report longest tenure. The majority of these in both the public and private institutions indicate 5 or more years in their present responsibilities. No noticeable anomalies are to be seen among those employed in the liberal arts colleges, with the exception that directors in private institutions with long tenure are more numerous than those in the public institutions. By contrast, the private teachers colleges report the largest percentages of newly appointed directors among the 4-year institutions.

More than two-thirds of these executives who work in the junior colleges report fewer than 5 years of tenure. Obviously, this percentage is significantly affected by the large number of recent appointments among the private junior colleges. By contrast, it should be noted that nearly half the directors in the public junior colleges indicate 2–9 years' tenure in their present responsibilities. Interestingly enough, the private junior colleges report no cases of more than 9 years' tenure.

An analysis of full-time experience by control and enrollment size is reported in table 38. There appears to be a trend line indicating a direct ratio between enrollment size and length of full-time experience. Although this generalization is better supported by the public institutions than by the private ones, the tendency may be seen in both. In the main, those directors of counseling with 5 or more years of tenure in their present positions are reported in increasing numbers as the enrollment size increases. It appears that a large number of these officers in institutions enrolling under 2,500 students have been recently appointed to their positions.

Previous Positions

Positions in higher education were held by more than three-fifths of the directors of counseling in their last previous positions (see table 39). Approximately equal numbers of these moved from positions within their present institutions and from other institutions. A fifth of them report having been employed in secondary or elementary education. Only very small fractions come from other backgrounds.

The universities draw most heavily on higher education in appointing their directors of counseling. About three-fourths of these officers moved from this background. Of special interest is the rather substantial percentage indicating previous employment by government agencies. Among the 4-year institutions, teachers colleges drew the largest number of directors from secondary or elementary schools positions. In this respect, they share the pattern seen among the junior college executives previously observed in other student services administrative appointments. This group also reports the largest percentage of new entrants to the professional field.

One of the especially interesting facts reported in table 40 pertains to the role of the secondary and elementary schools in providing the background experience of directors of counseling. Although a majority of this sample population indicate experience in higher educational institutions in their employment history, more than a quarter report that they have served in lower schools. Also outstanding is the percentage reporting no prior position. It follows that as many as one-fifth of the incumbents may have held only two career positions. Such a number seems to be relatively high among persons holding leadership responsibilities of this magnitude. Differences of considerable magnitude are reported among the experience backgrounds of the directors in the various types of institutions. Those employed in universities report that most of their number held positions in higher education. Only a few were employed in the lower schools. Again, the Government agencies played a sizable role in the experience background of the university directors. Those employed in the liberal arts colleges again are by experience closely related to the distribution of experience of the total sample population. Directors in the teachers colleges reflect their special connection with the lower schools, and a majority of them report such previous employment.

The report on the junior colleges officers reveals that the largest number of them had backgrounds in secondary or elementary schools. About two-fifths of these directors have had only one or fewer appointments when those in tables 39 and 40 indicating no prior positions are combined. The influence of the junior college officers on the total population figures in this regard may thus be discerned.

The previous positions held by the directors of counseling are defined by title of position and type of institution in table 41. College teaching and counseling each contributed about equally to the total experience of the sample population. About one-fourth report such work as their professional activity in their last positions. A relatively small fraction reports student services administration responsibilities at this point.

Again major differences in the experience of those employed in the various types of institutions are visible. The majority of those now employed in universities were counselors or psychologists in their last positions. Among the liberal arts and teachers colleges directors conspicuously more held faculty positions. The large number among the junior college directors who were employed in secondary or elementary schools stands out. Perhaps the most meaningful observation is that only insignificant fractions appear to have had previous administrative obligations from which they moved to their present positions.

In summary, from the educational and professional standpoint, the directors of counseling seem generally well qualified for their responsibilities in a majority of cases. They confine their efforts in the main to the counseling area, but many are engaged in teaching. Of the four principal student services administrators, the status of the director of counseling appears to be the best established in the higher education community.

3. The Scope of Student Services and Related Administrative Practices

Functions

TWENTY ADMINISTRATIVE FUNCTIONS have been identified as the student services most prevalent in American higher education. No attempt is made in the present publication to define the precise nature of each function, for the interest is rather in whether the institution considers the service to be provided and the extent to which it is administered by a professional student services officer. The problem of ambiguity in defining these activities is obvious, for some might consider student recruitment as the effort to attract athletes to the institution or the practice of sending speakers to secondary schools, while others would so define the more subtle and continuous public relations program as a recruitment practice. Admissions programs might pertain to anything from formulating institutional policy and promoting articulation between the high school and college to organizing orientation programs.

The administration of universally maintained academic records which report students' progress in the traditional classroom is less uncertain, but decisions on definitions of nonacademic records might range from reports of counseling interviews or disciplinary action to participation in extracurricular activities. Similarly, counseling might range from conventional faculty academic advisement to psychotherapy conducted by psychiatrists, and testing definitions could range from the common entrance examinations to the administering of complex psychometric programs by trained professionals. Financial aids and awards practices may denote raising funds for this purpose, administering private loan and scholarship programs, or managing hundreds of thousands of dollars under Federal aid programs. The evaluation of foreign student credentials might be considered a foreign student program by some, as might special English classes, or international clubs; or, on the other hand, elaborate specialized counseling services might be provided. Health services, including nursing and medical staffs, run the gamut from a single nurse working on campus a few hours each week to a fully equipped university hospital or student infirmary.

Variations in facilities provided for student housing are common, and job placement could comprise either the informal efforts of faculty members or a highly organized employment system. The definition of student unions is equally unclear, for some institutions provide a one-room student lounge while others offer a large complex with myriad facilities. Student governments, sororities and fraternities, an annual concert series or a single spring festival may be included in the extracurricular activities. Definitions of these terms exemplify the difficulties of obtaining precise insight. In highly sophisticated programs the cocurriculum offerings relate significantly to the formal curriculum and the extracurriculum refers to ancillary offerings such as recreational and special interest activities. Athletic programs are relatively well defined; but food services in one institution might mean a single eating cooperative, while in another, elaborate services offered in residence halls or student unions. Religious affairs could refer to a part-time chaplain on the campus or denote a church-related college program offering religious activities on every level of the students' college experience.

Hence, the main purpose of this chapter is to report both the existence of student services functions or activities and the extent to which each is considered to be a part of student services administration. Although the compass and the exact characteristics of these functions are not clearly detailed, the data indicate both the degree of recognition of the activities and the extent of designation of a student services executive as their administrator.

Control

Tables 42–44 report the offerings of student services in institutions by control, type, and size, respectively. The data indicate widespread offering of the specified activities. Between 80 and 100 percent of all institutions provide 15 of the functions (table 42). Athletic programs, religious affairs, and student health and housing services are not yet as prevalent as those nine functions reported by over 90 percent of the schools. Counseling, testing, and financial aids, however, are offered almost as frequently as the services of admissions and academic records. The high ratio of the sample population reporting foreign student programs may indicate increased recognition of expanding foreign student enrollments. Two-fifths of the schools, however, do not provide student unions, and one-fifth do not designate religious affairs as a student service. The latter ratio may not be surprising in light of the traditional separation of church and publicly-controlled education. With few exceptions, a higher percentage of public than of private institutions report wider provision of student services. Yet table 42 reveals private exceeding public institutions' offerings in foreign student programs, residence halls, food services, religious affairs, and health services. Student unions, medical services, and married-student housing are the less frequently provided services to students attending private institutions.

Type

An analysis of functions by type of institution in table 43 reveals that universities report the greatest offering of services, while junior colleges report the least. The percentage of liberal arts colleges and teachers colleges offerings falls in general between these two poles. Counseling, testing, and financial aids again appear to be nearly as widely offered in all types of schools as are admission operations and academic records activities. Liberal arts colleges report higher percentages than universities only in regard to religious affairs and other extracurricular activities. A conspicuously lower percentage of junior colleges provide health services and foreign student programs, and, as might be anticipated, student housing and food services. Yet these 2-year colleges, in company with teachers colleges, surpass the others in their furnishing of extracurricular activities.

Size

As the size and complexity of a student body increase, generally the institution provides more comprehensive student services programs. In the main, table 44 supports this generalization, with but one exception: student recruitment. An enrollment increase is accompanied by a concomitant increase in the percentage of schools providing all varieties of services to students. The most apparent increases are those in housing for married students, student unions, and foreign-student programs.

Student Services Administration

The extent to which the functions under discussion are a part of student services administration in institutions reflects the general status of this aspect of administration in American colleges and universities. Although the data indicate widespread provision of these activities in both public and private institutions, they simultaneously reveal that the specialty of student services administration is still in a developmental state. The percentages in table 45 showing the extent of student services in the administration of these functions have been calculated only for those schools which supply the function or service.

Control

Combination of the "completely" and "shared" columns in table 45 indicates five functions to be regarded as a part of the student services administration by 85 to 95 percent of all institutions. These include counseling, extracurricular activities, residence halls, nonacademic records, and testing. With the exception of residence halls, student services officers are more involved in administering these functions in the public than in the private institutions composing the sample. By contrast, 50 to 60 percent of the institutions do not relate four significant service functions to the student services administration. These are intercollegiate and intramural athletics, food services, and academic records. With the exception of academic records, more private than public institutions regard these functions as a part of student services administration.

Type

Table 46 confirms the evidence in table 45 regarding those functions most frequently classified a part of student services administration in the sample population. Counseling achieves a consensus irrespective of control or type of institution, and extracurricular activities follow second. This is true in approximately 90 percent or more of the reporting institutions. Residence halls and nonacademic records are more entrenched in the student services jurisdiction in liberal arts colleges and teachers colleges. Universities, with presumably more specialized administrative organization, report proportionately less designation of nonacademic records to the student services area than do other types of institutions.

The relative direction of administrative assignment of student services functions is also visible in table 46. Junior colleges assign athletic programs and academic records to student services more consistently than do the other types of institutions. Two-thirds to three-fourths of the universities and teachers colleges report that athletic programs are not within the student services administrative realm. Student services officers in universities are less involved in administering academic records and food services than are their counterparts in the other types of institutions. It is notable that well over half of all types of schools in the sample population indicate that the student services officers do not participate in managing food services.

Many liberal arts colleges and teachers colleges consider health services, student housing, job placement, and student unions as within the jurisdiction of student services administrators. More than half the universities report that student services officers are not involved in administering the traditional functions of recruitment and admissions. The size and complexity of operations in these institutions appear to require more specialized administrative staffing, and in these cases, the functions are not fully established as student services activities. Junior colleges report most frequently that admissions and academic records are part of their student services programs. These 2-year institutions, however, lag behind the others in delegating responsibility for medical services and religious affairs to the student services domain.

Size

Earlier reported data indicated that increase in enrollment size was accompanied in nearly all cases by increased provision of services and functions. This is not uniformly true with regard to an increase in the delegation of responsibility to the student services administrative staff however. The five functions most frequently designated as part of student services administration in the previous tables still are dominant in table 47. Counseling and extracurricular activities are again thus designated by all institutions, irrespective of size. The largest schools most frequently assign them to this area. Nonacademic records, testing, and residence halls are also reported as largely within the student services administrative domain.

Only limited assignment of athletic programs, food services, and academic records as a part of student services is again evident in table 47. As the enrollment size of institutions increases, student services officers' participation in administering these four functions consistently decreases. One-half to three-fourths of the largest institutions handle these four functions and admissions independently of the student services officers.

It is noteworthy that in the large institutions, testing services are either mostly the direct responsibility of the student services staff or are unrelated to their administration. Their counterparts in the small institutions more commonly share the administration of testing with other unrelated staff members. Financial aids and awards and foreign student programs appear to be operating in similar administrative patterns. Student services staffs in one-half to two-thirds of the large schools direct these two services exclusively, while their counterparts in small institutions either share the responsibility or are not involved in the operations.

Student unions are more frequently the responsibility of student personnel workers in the schools with middle-size student bodies. They are most active in independently directing this service in institutions with 2,500 to 9,999 students. Similar proportions of both the largest and smallest institutions, however, consider this activity unrelated to the student services administration. As with testing, financial aids, and foreign student programs, sharing the administration of college unions become less common as the enrollment increases.

Junior Colleges and 4-Year Institutions

A comparison of junior college programs of student services with those of the rest of the sample of institutions indicates substantial differences between them, as shown in table 48. The percentages of junior colleges offering foreign student programs, health services, religious affairs, and not surprisingly, student housing, are conspicuously lower than those of the 4-year institutions. Nearly all in both categories, however, are about equally providing counseling, extracurricular programs, testing, and financial aids and awards services. Only about half of the sample of junior colleges indicate they provide foreign-student programs, residence halls, student unions, or religious affairs activities. These are in marked contrast to the much higher percentages among 4-year institutions.

Although many of the 2-year institutions have not been providing some of the selected services, their student services officers are assigned greater responsibility than are their counterparts in the 4-year institutions. Most obvious are differences in administering admissions, academic records, and testing services. Higher ratios of the 2-year institutions also entrust the management of recruitment efforts, counseling, financial aids and awards, foreign student programs, and food services solely to student services officers.

More 4-year institutions in the sample population reported that they assign control of health services and student housing to a student personnel administrator. Their more frequent designation of student unions, extracurricular activities, and religious affairs to this officer's jurisdiction suggests differences in the two types in their peculiar developmental growth patterns.

The new aspect of general student services administration reemerges with the combination of replies of the "completely" and "shared" columns in table 48. It reveals the responsibilities of student services administrators to be greater in junior colleges than in other institutions with regard to recruitment of students, admissions, academic records, job placement, and athletic programs. In all types of institutions, similar ratios of student services officers appear to share in the administrative responsibilities for counseling, foreign student programs, and extracurricular activities.

Shared Functions

Many institutions report that student-services functions are shared with others in the higher education community. Unfortunately the data acquired in the questionnaire are incomplete, for many reporting institutions did not provide the titles of these cooperating persons. But perhaps some general comments, offered as hypothetical observations, will be of interest. They grow out of an examination of the cases where complete information was supplied.

In institutions with fewer than 2,500 students, job placement and nonacademic records responsibilities appear to be shared frequently with Director of Placement and the Registrar, respectively. Faculty members are very active participants in placement activities in these institutions.

All size categories of institutions among those reporting indicate that faculty members are actively engaged in what is broadly defined as counseling. Counseling seems frequently to be interpreted as academic advisement, and in the small institutions the academic deans or vice presidents are reported to be concerned in this activity.

In most of the size categories, members of the faculty are actively participating with the student-services administrators in the management of extracurricular activities. Only the largest institutions report the existence of a specific director of student activities whose responsibility is not to the student services administration.

Business managers or treasurers are extensively involved in the joint administration of residence halls and student unions in the reporting group. As enrollment increases, their participation in these two areas of student services appears also to increase. Institutions with more than 10,000 students report instances where a student committee cooperates with student services officers in managing student unions.

It seems evident that faculty members are still extensively involved in student personnel activities, particularly in the middle- and small-size institutions. Since residence halls and college unions are usually self-liquidating operations, it is not surprising to find financial officers sharing administrative control in their operations.

4. Administration and Operation

One of the basic concerns of this study is the organizational pattern for the administration of student services in colleges and universities. The method of examining this area of general administration involves:

1. The proportion of institutions in which immediate responsibility for each of 20 student services functions is assigned to a specific administrative officer or group identified by title.
2. The office to which each individual with this immediate responsibility reports.

The chapter is organized to direct attention first to the assignment of administrative responsibility to specific individuals (No. 1 above) followed by a discussion of line-staff relationships (No. 2 above).

Assignment of Administrative Functions

The distribution of administrative assignments for the listed functions and activities is shown in table 49 for all reporting institutions of higher education in the aggregate United States in the fall of 1962. The distributions of the institutions by control, type, and enrollment size is shown in tables 50–59, as indicated in table titles.

Student Services

In the 723 participating colleges and universities, as shown in table 49, the duties of the chief student services officer (CSSO) are assumed by a group of administrative officers (one-third of the situations), and in the majority of instances by a separate individual (one-fourth of the cases). In a much smaller number of colleges (about 14 percent) these functions are assigned to the chief academic officer. About one institution in eight has indicated that the functions of the student services officer are not performed.

When practices are examined in terms of control (tables 50, 51), the same pattern of assignment of the CSSO functions becomes apparent. When institutions are considered by type (tables 52–55), a similar pattern again becomes apparent, except in the universities, where the single and multiple assignments vie for equal standing; and in the junior colleges, where the single assignment predominates and the assignment to the academic area is in second place.

A clearcut pattern becomes apparent when enrollment size is considered. Above 10,000 (table 56) the single student-services officer predominates; followed closely by the pattern of the group assignment. Assignment to the academic area is rare indeed. In contrast, in those institutions of fewer than 10,000 (tables 57–59) the group pattern emerges in top position. Finally, in the smallest institutions (enrollment below 500) the predominant assignment of the CSSO functions is in the academic area.

Student Affairs

Men.—In about half of the participating colleges and universities the duties of the dean of men are performed by an individual bearing that title; in addition, about a fourth of the institutions indicate that functions of this nature are performed by a dean of students. About 23 percent report the absence of such functions (table 49).

When control (tables 50, 51) and type (tables 52–55) are considered, the ranking of assignments shows little or no change. Assignment to a dean of men by title in the universities is a much more dominant pattern than in the other types of institutions. The dean-of-men functions are less likely to be found in the private colleges than in the public institutions and less likely in the junior colleges than in the other types included in the study. This is doubtless explained in part by the fact that the women's colleges are most likely to be found in these two categories.

The large enrollment categories (table 56 and 57) report the assignment of the dean-of-men duties to the separate adminstrator by that title. The colleges in the smallest enrollment category (table 59)—under 500—seem to assign these duties to a dean of students. They also, in almost half of the cases, report the absence of such functions. Here again the apparent partial explanation lies in the fact that the women's colleges tend to fall in this enrollment interval.

Women.—It is apparent from table 49 that in over half of the 723 institutions of higher education in the sample a separate individual assumes the duties of the dean of women. This is about 18 percent higher than the number of institutions which reported deans of men. In addition, a fourth of the institutions assign the duties of the dean of women to the chief student services officer. Only 16 percent of the institutions report the function as not performed.

In terms of control, public and private institutions have a similar pattern of assignment (tables 50, 51) of the dean-of-women functions. When the institutions are considered by type (tables 52–55), the same pattern of assignment is evident.

By enrollment classifications, it is clear from tables 56 and 57 that the majority of colleges and universities with enrollments above 2,500 delegate the duties of the dean of women to an individual with that title. Those with fewer than 500 students (table 59) tend to delegate these duties to someone with a title other than dean of women, and, indeed a fourth of this category report the function as not performed.

Admissions

Analysis of table 49 makes clear that in almost two-thirds of the 723 institutions in the sample a director of admissions has the immediate responsibility for admissions. In about 18 percent the registrar carries these responsibilities, while the academic dean is in charge of admissions in only 3 percent.

When practices are examined in terms of control (tables 50, 51), a similar pattern of assignment of the duties of the registrar is apparent. It is clear also from tables 52–55 that in each type of institution in the sample the delegation of responsibility for admissions is most often to a director of admissions. Only in the junior-college category do fewer than half of the institutions have a director of admissions.

In all size categories (tables 56–59) about two-thirds of the institutions assign the functions of the director of admissions to a single individual with that title.

Athletics

Table 49 shows that in approximately four-fifths of the 723 colleges and universities in the sample immediate responsibility for athletics is delegated to a director of athletics. Only 6 percent of the institutions reported this function as not performed.

When control (tables 50, 51), type (tables 52–55) and size (tables 56–59) are considered, almost the same pattern of assignment emerges. Immediate responsibility for athletics in all types and sizes of private and public institutions of higher education is most often delegated to a director of athletics.

Counseling

Almost half of the 723 participating institutions (table 49) delegate the responsibility for counseling to a director of counseling. The assignment of this function in the other half of the institutions shows great variation as to the title of the officer designated, with the chief student services officer (one out of five) at the top of the list.

A similar pattern of assignment is found when practice is examined in terms of public and private control (tables 50, 51), type (tables 52–55), and size (tables 56–59). Clearly, in all the institutions of higher education in the sample, the functions of the director of counseling are most often assigned to an individual with that title.

Food Services

In approximately half of the 723 institutions of higher education in the sample (table 49), the duties of the director of food services are assigned to an individual with that title. In 16 percent this function is delegated to the business manager or vice president for business affairs. Only 1 in 10 reports the function as not performed.

Similar patterns of assignment are apparent when the institutions are examined in terms of control (tables 50, 51), type (tables 52–55), and size (tables 56–59). More junior colleges (about 22 percent) than the others report the function not performed. This likely reflects the fact that a number of these are commuter colleges which do not require food services.

Health Services

The duties of the director of health services in the 723 participating institutions of higher education are assumed in the majority of cases (about 60 percent) by an individual with that title (table 49). In about 10 percent of the institutions the function is performed by the chief student services officer, while in another 10 percent the function is not performed.

Except for junior colleges and colleges with enrollments under 500, the majority of the institutions follow a similar pattern of assignment when the institutions are examined in terms of control, type, and size (tables 50–59). Although in all these the director of health services ranks first in responsibility for health services, only about 35 percent of the junior colleges and 37 percent of colleges with fewer than 500 students have directors of health. In about a fourth of each, the function is not performed.

Housing

About a fourth of the 723 participating institutions of higher education delegate immediate responsibility for housing to a director of housing (table 49). A group of faculty members are assigned this responsibility in about 12 percent, while another 12 to 13 percent report the function as not performed. In half the institutions, the assignments are scattered, with only a small number of institutions for each title.

When the institutions are classified by control (tables 50, 51), this same pattern of assignment is apparent. When they are regrouped by type (tables 52–55), however, considerable variation in the assignments exists among the four types in the study. In the universities and teachers colleges, the single assignment to a director of housing ranks first, with faculty group in second place; in the liberal arts colleges the chief student services officer ranks first, and the director of housing second. Although the number of junior colleges with a director of housing is negligible, about 20 percent delegate the housing program to the chief student-services officer and about 40 percent report the function as not performed.

Just as in the data by type of institution, the analysis of the data by enrollment (tables 56–59), reveals variations in the assignments of the housing functions. In those institutions with enrollments of 2,500 and over the director of housing ranks first; in those with enrollments under 2,500 the chief student officer ranks first in these assignments.

Auxiliary Enterprises

About a tenth of the 723 participating colleges and universities have a director of auxiliary enterprises (table 49). A third of them assign immediate responsibility for this area to a business manager, vice president, or treasurer; and a fourth report the function as not performed. The rest of this distribution of assignments is scattered, with the largest group (about 5 percent of the institutions) assigning these duties to the chief student services officer.

When practices are considered in terms of control (tables 50, 51), and type (tables 52–55), a similar pattern is apparent, except in the universities and liberal arts colleges, where almost a half, instead of a third, of the institutions report these duties as assigned to the business officer, and where about half of the junior colleges report the function as not performed.

When enrollment size is examined, a clear pattern emerges. Above 10,000 (table 56), the single assignment to the director of auxiliary enterprises predominates, followed closely by assignment to the business officer. In contrast, in those institutions with fewer than 10,000 students (tables 57–59) the assignment of auxiliary enterprises to the business officer predominates.

Placement

In about half of the 723 colleges and universities in the sample (table 49), immediate responsibility for placement is assigned to a director of placement. In approximately 12 percent, the chief student services officer has this responsibility, while another 12 percent report the function as not performed. The rest of this distribution is scattered into groups of less than 5 percent each, in which such individuals as the registrar, director of counseling, and faculty members function as placement officer.

The same pattern of assignment exists when practices are examined in terms of control (tables 50, 51) and type (tables 52–55), except in the universities, where almost 90 percent have a director of placement; and in the junior colleges, where only 15 percent have a director of placement and another 15 percent assign placement to the chief student services officer. A fourth of the junior colleges report the function as not performed.

When enrollment is considered (tables 56–59), it is evident that in each enrollment-size category, except below 500, the placement function is most often assigned to a director of placement. Below 500, the chief student services officer and the director of placement share about evenly the responsibility for placement.

Religious Affairs

A little over a third of the 723 institutions of higher education assign the immediate responsibility for religious affairs to an individual with that title (table 49). In about 20 percent of the colleges and universities, the function is not performed. The remainder of this distribution is scattered into small groups (fewer than 8 percent) of institutions, where in each group such individuals as the secretary of the university, the chief student services officer, and faculty members are responsible for religious affairs.

In terms of control (tables 50, 51), the public higher institutions have the same pattern of assignment, but more than half of the private group have a director of religious education. When type is considered (tables 52–55), a different pattern emerges. While about half of the universities and liberal arts colleges have a director of religious education, only about 15 percent of the teachers colleges and junior colleges have a separate individual for religious affairs.

There is little variation in terms of enrollment size (tables 56–59). About a third of each size category has a director of religious affairs.

Remedial Clinics

Only a tenth of the 723 institutions of higher education in the sample (table 49) have a director of remedial clinics. More than a third report the function as not performed. In an additional third, the academic dean, the director of counseling, or individual faculty members are assigned responsibility for remedial clinics.

When control is considered (tables 50, 51), a similar pattern of assignment of responsibility for remedial clinics is evident. In terms of type of institution (tables 52–55), a similar pattern exists, except in the junior colleges, where almost half report the function of remedial clinics as not performed, about 15 percent have remedial clinics run by individual faculty members, and a negligible number have a director of remedial clinics.

When enrollment size is considered (tables 56–59), a clear pattern is apparent. Above 2,500, the director of remedial clinics and the director of counseling predominate, while in those below 2,500 the most frequent practice is to assign the remedial clinics to an individual faculty member.

Recruitment

In about half of the 723 participating institutions of higher education (table 49), recruitment is a function of the director of admissions. Fewer than 10 percent report the function not performed. Except for about 10 percent with a director of recruitment, the rest of the distribution is scattered into groups of fewer than 8 percent where such officials as the CSSO, the registrar, and the assistant CSSO function as a director of student recruitment.

When practices are examined in terms of control (tables 50, 51), and type (tables 52–55), similar patterns are evident, except in the junior colleges less than a fourth assign recruitment to the director of admissions.

In terms of enrollment size (table 56–59) a similar distribution of assignments is apparent, except in the smallest group (less than 500) where less than a fourth assign recruitment to a director of admissions.

Student Union

In about a third of the 723 colleges and universities (table 49), responsibility for the student union is delegated to a director of the student union. In addition, a third of the distribution consists of small groups, none more than 8 percent, in which such officers as the business manager, treasurer, and chief student services officer are given immediate responsibility for the student union. In approximately the other third, the function is not performed.

In terms of control (tables 50, 51), while in about half of the public institutions the student-union responsibility is given to a director of the student union, fewer than a fourth of the private institutions have such a director. A fourth of the public group and almost half of the private group report the function not performed.

There is considerable variation in the delegation of responsibility for the student union among the four types of participating institutions of higher education (tables 52–55). While almost 70 percent of the universities have a director of the student union, only 15 percent of the junior colleges have such an official.

A clear pattern emerges when enrollment size is considered. Above 2,500, more than half of the institutions have a director of the student union. Under 2,500, about a fourth have such a director, and in the smallest category (under 500) an almost negligible number have a director of the student union (tables 56–59)

Testing

The duties of the director of testing in the 723 institutions of higher education (table 49) are assumed in a majority of instances by a director of testing (one-fourth of the cases), a director of counseling (almost a fourth), or by the CSSO (about 15 percent).

When control is considered (tables 50, 51), rather than a director of testing as in the public institutions, a fourth of the private institutions report that responsibility for testing is delegated to the director of admissions. Indeed, few of the private group have a director of testing. When institutions are considered by type, about half of the universities and a fourth of the other types have a director of testing.

A clearcut pattern is apparent when enrollment size is considered. Above 500 (tables 56–58) the director of testing predominates, followed closely by the director of counseling. Assignment to the chief academic officer is rare. In the smallest institutions (table 59), however (enrollment below 500), the CSSO, the chief academic officer, and the director of counseling have about equal standing.

Veterans Affairs

Approximately a tenth of the 723 colleges and universities in the sample have a director of veterans affairs. In about a fourth this function is assigned to the registrar (table 49), and in an additional fourth the function is not performed.

When assignments of this function are examined in terms of control (tables 50, 51), the same pattern is apparent. When practices are considered by type (tables 52–55), a similar pattern is evident, except in the universities, where almost half assign responsibility for veterans affairs to a director with this title.

Considered by enrollment size, the institutions show a clear pattern: with enrollment above 2,500 (tables 56, 57) the director of veterans affairs predominates and when it is below 2,500 (tables 58, 59) the registrar takes over the function.

Registrar's Duties

In more than three-fourths of the 723 participating colleges and universities (table 49) the usual duties of a registrar are handled by an official with that title.

When practices are examined in terms of control (tables 50, 51), a similar pattern of assignment of the registrar function is apparent. When institutions are examined by type (tables 52–55), the same pattern of assignment emerges.

Consideration of institutions by enrollment size (tables 56–59), demonstrates again that the duties of this office are most often assigned to a register in all size categories of the 723 participating institutions.

Foreign Students

In a fourth of the 723 reporting institutions of higher education (table 49), the immediate responsibility for advising foreign students is assigned to a person with the title "foreign student adviser." In addition, a fourth reported the function as not performed. The CSSO performs this service in about 15 percent.

When practices are examined in terms of control (tables 50, 51), the same pattern of assignment of advising the foreign students becomes apparent. When institutions are considered by type (tables 52–56), a similar pattern again becomes apparent except in the universities, where three-fourths have a foreign student adviser and in the junior colleges, where the CSSO performs this service or the service is not performed.

When enrollment size is considered, a clear pattern is evident. Above 500 (tables 56–58), the foreign student adviser predominates. In contrast, in institutions of fewer than 500 (table 59) the chief student services officer (CSSO) most often performs this advisory service.

Channels for Administrative Reporting

The distribution of institutions by titles of officers or groups to whom those with immediate responsibility for specified activities report is shown in table 60 for all participating institutions. The distribution of the colleges and universities by control, type, and enrollment size is shown in tables 61–70, as indicated in table titles.

Chief Student Services Officer

As shown in table 60, in almost three-fourths of the 723 institutions of higher education in the sample the chief student services officer (or a group immediately responsible for the duties of this office) reports to the president[1] for administrative review and decision. In about 10 percent of the institutions, the chief student services officer (or group in charge) reports to the chief academic officer.

A similar pattern of reporting to the president and to the academic dean becomes apparent when practices are examined in terms of control (tables 61, 62), and by type (tables 63–66).

When reporting is considered in terms of enrollment size (table 67–70) the same patterns emerge, except for institutions with enrollments above 10,000. In about 58 percent of these largest institutions (table 67) the chief student services officer reports to the president, but in about 37 percent he reports to the chief academic officer.

Dean of Men

In a third of the 723 colleges and universities in the sample (table 60), the dean of men is directly responsible to the president, and in about a fourth, the former reports to the chief student services officer. In addition, about a fourth of the institutions report the function of the dean of men as not performed. In only 10 percent of the institutions does the dean of men report directly to the chief academic officer.

When practices are examined in terms of control (tables 61, 62), a similar pattern of line relationships emerges. When the data are reviewed by type of institution (tables 63–66) a similar pattern of direct responsibility again becomes apparent except in the universities, where the dean of men most often reports to the chief student services officer.

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[1] In this chapter, the title "president" is used for the chief administrator of the institution, regardless of his actual title.

A clear pattern is evident when enrollment size is considered. In more than 60 percent of the institutions above 2,500 (tables 67, 68) the dean of men reports directly to the chief student services officer. In those with fewer than 2,500 (tables 69, 70) the dean of men most often reports directly to the president.

Dean of Women

Analysis of the data in table 60 reveals that in almost half of the 723 institutions of higher education in the sample the dean reports directly to the chief student services officer. In approximately a fourth of the sample she reports to the president.

When the data are considered in terms of control (tables 61, 62), a similar pattern of reporting for administrative review and decision becomes apparent. When the institutions are considered by type (tables 63–66), a similar pattern again becomes apparent except for the junior colleges, where the dean of women most often reports to the president

In more than two-thirds of the institutions with enrollments above 2,500 (tables 67, 68), the dean of women reports directly to the chief student services officer. In those with fewer than 2,500 (tables 69, 70), the president and the chief student services officer have equal standing, except in the smallest group (below 500), where the president predominates as the officer to whom the dean of women reports.

Admissions Officer

In half of the 723 colleges and universities, the director of admissions reports to the president for administrative review and decision. In a fourth he is directly responsible to the chief academic officer, and in about a tenth he reports to the chief academic officer.

This pattern of reporting to superior officers also holds for the admissions officer when the institutions are viewed in terms of control (tables 61, 62). When the data are analyzed by type (tables 63–66), a similar pattern emerges except in the universities, where the president and the chief student services officer have equal standing as the officer to whom the admissions officer is most often directly responsible.

In institutions of higher education with enrollments above 10,000 (table 67), half of the admissions officers report either to the chief academic officer or an administrative dean. Only a fifth report directly to the president, while another fifth report to the chief student services officer. In those with enrollments below 2,500 (tables 68–70) almost half of the admissions officers report directly to the president.

Director of Athletics

In half of the 723 institutions of higher education in the study (table 60), the director of athletics reports directly to the president. In about a fourth of the institutions he reports directly either to the chief academic officer or the chief student services officer.

This same line staff pattern is evident when the institutions are considered both in terms of control (tables 61, 62) and in terms of type (tables 63–66).

In colleges and universities of all size categories (tables 67–70), the director of athletics is most frequently directly responsible to the president. Second to the president in this responsibility is the chief academic officer, and in third rank is the chief student-services officer.

Director of Counseling

As shown in table 60, in about 40 percent of the 723 colleges and universities the director of counseling reports directly to the president. In a fourth of the institutions he reports directly to the chief student services officer, and in another fourth he is directly responsible to the chief academic officer.

This pattern of direct responsibility remains essentially unchanged when the institutions are considered in terms of control (tables 61, 62), and in terms of type (tables 63–66).

When all data are considered, it is clear that in those institutions in the sample with enrollments over 2,500, the director of counseling is most often directly responsible to the chief student-services officer. In those below 2,500 the director of counseling is most frequently responsible to the president.

Director of Food Services

In about 40 percent of the colleges and universities in the sample (table 60), the director of food services is directly responsible to the business officer (business manager, vice president, or treasurer). In a third of the institutions, he reports directly to the president. In fewer than 10 percent is this function reported as not performed.

These patterns of reporting to the business officer and the president are about the same when the institutions are examined in terms of control (tables 61, 62). When the type of institution is considered (tables 63–66), the same pattern again emerges except for the junior colleges, where the dominant pattern is for the director of food services to report directly to the president.

The evidence is clear that, in the institutions of higher education in the sample with enrollments above 500, the director of food services is most often responsible directly to the business officer. In those with fewer than 500 students, this director most often reports directly to the president.

Director of Health Services

In a third of the 723 participating institutions of higher education (table 60), the director of health services reports directly to the president. In another third, he is directly responsible to the chief student services officer.

When the institutions are considered in terms of control (tables 61, 62), and also by type (tables 63–66), a similar pattern of line relationships hold for the director of health services.

A clear pattern of line relationships emerges when enrollment size is considered. In those institutions with enrollments over 2,500 (tables 67, 68) the director of health services most frequently reports directly to the chief student services officer. In those with 2,500 or fewer students, the director of health services most often reports directly to the president.

Director of Housing

In about 40 percent of the 723 institutions of higher education in the sample (table 60), the director of housing reports directly to the president. In a fifth of the institutions, he reports directly to the chief student services officer.

While the director of housing reports to the president in only a fourth of the public institutions (table 61) he reports to the president in half of the private group (table 62). When the institutions are considered by type (tables 63–66), the pattern is varied. In half of the universities the director of housing reports either to a business officer or the chief student services officer. In about half of the liberal arts colleges and the teachers colleges this officer reports directly to the president, while in the junior colleges he reports most often to the business manager.

When enrollment size is considered (tables 67–70), it is evident that in institutions with enrollments above 10,000 the director of housing most often reports to the business manager, but almost as frequently he reports directly to the chief student services officer. In institutions with enrollments between 10,000 and 2,500, this director most often reports directly to the chief student services officer, but in those with fewer than 500, he most frequently reports directly to the president.

Director of Financial Aids

In about half of the institutions in the sample (table 60), the director of financial aids is directly responsible to the president. In about a fifth of the institutions he reports directly to the chief student services. officer.

This pattern of reporting for the director of financial aids is similar when the institutions are viewed in terms of control (tables 61, 62). When the type of institution is considered (tables 63–66), the same pattern again becomes apparent except for the universities, where the director of financial aids most often reports directly to the chief student services officer.

Clearly, in those institutions with enrollments above 2,500, the director of financial aids is most frequently responsible directly to the chief student services officer. In institutions with enrollments of under 2,500, this director is most often directly responsible to the president.

Director of Auxiliary Enterprises

In approximately half of the 723 institutions in the sample (table 60), the director of auxiliary enterprises is directly responsible to the president. A fourth of the institutions report this function as not performed.

When the institutions are considered in terms of control (tables 61, 62), and by type (tables 63–66), essentially the same pattern of line relationships is apparent.

In about two-thirds of the institutions with enrollment above 10,000 (table 67), the director of auxiliary enterprises is most frequently responsible either directly to a business officer or to the president. In those with fewer than 10,000 (tables 68–70), he is most often responsible to the president for administrative review and decision.

Director of Placement

In about 40 percent of the institutions in the sample (table 60), the director of placement is directly responsible to the president, while in 20 percent he reports to the chief student services officer.

This pattern of reporting for the director of placement remains unchanged when the institutions are considered in terms of control (tables 61, 62), and by type (tables 63–66).

The director of placement is most often directly responsible to the chief student services officer in those institutions with enrollments above 2,500 (tables 67, 68). In colleges and universities with fewer than 2,500 students (tables 69, 70) he is most frequently directly responsible to the president.

Director of Religious Affairs

In almost half of the institutions of higher education in the sample (table 60), the director of religious affairs reports directly to the president. Additionally, in 20 percent of them he is directly responsible to the chief student services officer.

When line relationships are examined, both in terms of control (tables 61, 62) and type of institution (tables 63–66), the pattern of reporting is similar to that described in the paragraph above.

When enrollment size is considered (tables 67–70), a clear pattern becomes apparent. Above 2,500, the director of religious education is most frequently directly responsible to the chief student services officer. In institutions with fewer than 2,500, this director is most often responsible to the president.

Director of Remedial Clinics

In almost 40 percent of the 723 participating colleges and universities (table 60) the function of remedial clinics is reported as not performed, and a fourth report this director as directly responsible to the chief academic officer. A fifth of the institutions report him as directly responsible to the president, while fewer than 10 percent indicate that he is directly responsible to the chief student services officer.

The proportions remain about the same when the institutions are considered in terms of control (tables 61, 62), and by type (tables 63–66).

When enrollment size is considered (tables 67–70), the director of remedial clinics is still most often directly responsible to the chief academic officer in institutions with more than 500 students. In the smallest-size category (fewer than 500), however, the president replaces the chief academic officer as the one to whom this director most frequently reports for administrative review and decision. It should be noted that in the largest category (above 10,000), a fourth of the institutions report the director of remedial clinics as responsible directly to the chief student services officer.

Director of Student Recruitment

In about half of the 723 participating institutions (table 60), the director of student recruitment reports directly to the president. In a little fewer than 20 percent he reports to the chief academic officer, and in about 10 percent to the chief student services officer.

In half of the public institutions (table 61) this director reports directly to either the president or the chief student services officer, while in about half of the private institutions (table 62), he is directly responsible to the president only. In almost 20 percent of this private group he reports to the academic officer.

When the institutions are considered by type (tables 63–66), a different pattern becomes apparent. While in the universities the president and the director of student services have about equal standing as the one to whom this director reports, in about half of the liberal arts colleges he is directly responsible to the president. In the teachers colleges and junior colleges the president predominates as the one to whom the director of student recruitment is directly responsible.

It is apparent that in institutions with enrollments over 10,000 (table 67), the director of student recruitment is most often directly responsible to the chief student services officer. In those with fewer than 10,000 students (tables 68–70), the director of student recruitment most often reports directly to the president.

Director of the Student Union

In almost a fourth of the 723 participating institutions (table 60), the director of the student union is directly responsible to the president. In another fourth he reports either to the chief student services officer or to a business officer. In more than a third of the institutions the function is not performed.

These proportions remain almost the same when the institutions are considered in terms of control (tables 61, 62) and when they are examined by type (tables 63–66).

In those colleges and universities with enrollments above 2,500 students (tables 67, 68), this director is most frequently responsible to the president.

Director of Testing

In a third of the 723 institutions of higher education in the study (table 60), the director of testing reports directly to the president. In a fourth, he is directly responsible to the chief academic officer, and in another fourth he reports to the chief student services officer for administrative review and decision.

These proportions remain almost the same when the institutions are examined by control (tables 61, 62).

By type (tables 63–66), the proportions are different. Most frequently in the universities the director of testing is directly responsible to the chief student services officer, while in the liberal arts colleges and the teachers colleges he reports in about an equal number of instances (about a fourth for each) to the president, the chief academic officer, and to the chief student services officer. In most of the junior colleges this director reports directly to the chief administrator, who may be the president or the academic dean.

When enrollment size is considered (tables 67–70), the pattern becomes more clearcut. Above 2,500, the director of testing is most often directly responsible to the chief student services officer. Between 2,500 and 500, he is most often responsible to the chief academic officer. In the smallest category (fewer than 500) the director of testing reports most often to the president.

Director of Veterans Affairs

In about 40 percent of the 723 colleges and universities in the sample (table 60), the director of veterans affairs is directly responsible to the president. While in a fourth of the institutions this function is not performed, in another fourth this director reports directly, either to the chief academic officer or the chief student services officer.

When practices are examined in terms of control (tables 61, 62), a similar pattern of line relationships becomes apparent in the public institutions, but in the private group the president alone is the one to whom the director of veterans affairs most often reports. When type of institution (tables 63–66) is considered, variation is noted. In the universities, for example, the chief student services officer is most frequently the immediate supervisor of the director of veterans affairs.

In the liberal arts colleges, teachers colleges, and junior colleges his immediate supervisor is the president.

Clearly, in the institutions of higher education in the sample with enrollments above 2,500 (tables 67, 68), the director of veterans affairs is most often directly responsible to the chief student services officer with the president as a close second. In those with fewer than 2,500 students, this director is most frequently directly responsible to the president.

Registrar

In about 40 percent of the 723 institutions in the sample (table 60), the registrar is directly responsible to the president. In a third he reports directly to the chief academic officer, while in about 10 percent he reports to the chief student services officer.

These proportions vary only slightly when practices are examined in terms of institutional control—public or private (tables 61, 62). When the type of institution is considered, a similar pattern becomes apparent except in the universities, where the chief academic officer and the president have equal standing as the registrar's immediate supervisor; and in the junior colleges, where the president predominates in this respect.

It is evident that in participating institutions with enrollments of 10,000 and over (table 67), the registrar is most often directly responsible to either the chief academic officer or the administrative dean (equal percentages). In institutions with enrollments between 2,500 and 10,000 (table 68), the registrar is most often responsible to either the chief academic officer or the president (equal percentages). In institutions with enrollments of fewer than 2,500 (tables 69, 70), the registrar is most frequently responsible directly to the president.

Foreign Student Adviser

In almost a third of the 723 colleges and universities in the sample (table 60), the foreign student adviser is responsible directly to the president. In about a fourth he reports directly to the chief student services officer, and in a little more than a tenth he reports to the chief academic officer.

When the institutions are considered in terms of institutional control (tables 61, 62), a similar pattern of line relationships becomes apparent. When the type of institution is considered (tables 63–66), a clearer pattern emerges. In most of the universities the foreign student adviser is directly reponsible to the chief student services officer. In contrast, in the liberal arts colleges this director is most frequently directly responsible to the president, while the teachers colleges and the junior colleges assign him to a business officer.

When enrollment size is considered (tables 67–70), a clear pattern is apparent. In those institutions of higher education in the sample with enrollments of 2,500 and over, the foreign student adviser is most often directly responsible to the chief student services officer. In colleges and universities with fewer than 2,500 students, the foreign student adviser is most often directly responsible to the president or chief administrator of the institution.

5. Administrative Policy and Practice

ONE ASPECT OF COLLEGE and university administration is the formulation of policy for the many facets of student services. Often the same officers who help determine official policy have key roles in administering it. For the list of functions generally assigned to student services, this chapter identifies (1) the individuals or groups who determine policy, and (2) those who administer it.

Data were tabulated for all institutions combined, for public and private institutions, for types of institution, and for four enrollment-size categories. Basic data tables were made.

Each activity is discussed in terms of the officer or group with major responsibility for policy formulation and policy administration. The first section of the chapter deals with policymaking and the second with policy administration.

Policy Formulation

Officers or groups which have responsibility for making final decisions on policy for each activity, at a level prior to review and action by the president and governing board, for 22 student activities or functions are indicated below.

Admissions

The predominant pattern for the development of admissions policy (table 71)—but by no means a majority pattern—for all of the participating higher institutions suggests that responsibility lies with the faculty as a group. The second and third positions are listed with the director of admissions and the president's administrative council, respectively.

When institutional control is considered in relation to admissions policy development (table 72), the president's council appears in first place for public institutions and the faculty as a group for private institutions (table 73). An examination of colleges and universities by type for admissions policy (tables 74–77) shows the faculty in first place for universities and liberal arts colleges and both the faculty and the president's administrative council in first place for teachers colleges. The junior colleges depart from this pattern with the president's administrative council in first place and the faculty as a group in fourth place.

A review of enrollment size (tables 78–81) indicates that in all intervals, except the one for 2,500 to 9,999, the faculty plays the predominant role in the development of admissions policy. For the one exception, the president's administrative council is in first position and the faculty in third.

Academic Advisory Program

In all instances (table 71), whether control (tables 72, 73), type of higher institutions (tables 74–77), or enrollment (tables 78–81) is considered, the policy for the academic advisory program seems to rest with the chief academic officer of the institution. The predominant second position is assigned to the faculty as a group. In only a few instances does the chief student services officer have this responsibility, and then only in third place.

Campus Security

The major business officer is responsible for the development of policy relating to campus security in all higher institutions (table 71), irrespective of control (tables 72, 73), type (tables 74–77), or enrollment size (tables 78–81). In general, the second-ranking position for policy development in this area is the president's administrative council. The chief exception to these generalizations is in the junior colleges, where the top position is shared by the president's administrative council and by the president; and in institutions below 500, where the responsibility is shared by the business manager and the president.

Concert and Lecture Program

An administrator-student group most often determines policy for the concert and lecture program in all institutions (table 71), regardless of control (tables 72, 73) and type (tables 74–77) except for junior colleges (where the president is responsible for this function); and regardless of enrollment size (tables 78–81) except above 10,000, where the president and chief student services officer both are in first place for this function, and also in the smallest category (below 500), where the academic dean is in first place. In general, the second-ranking position for policy development in this area is the faculty, either as a group or as a single member. Among the exceptions to this general policy are the universities and the smallest enrollment-size category, where the chief student-services officer and the president hold this second ranking.

Counseling

The chief student services officer determines policy for counseling services in all institutions (table 71), whether public or private (tables 72, 73), of all types (tables 74–77), and without regard to enrollment size (tables 78–81). The officer ranking second is the director of counseling, except in the private institutions and in institutions in enrollment-size category 500–2,499, where the academic dean ranks second; and in the teachers colleges, where the faculty as a group ranks second. Policy formulation for counseling services is most likely to be performed by the chief student services officer or the director of counseling.

Discipline

Policy formulation for discipline is most often a responsibility of the chief student services officer in all institutions (table 71). This is true for both public and private institutions (tables 72, 73), for all types of institutions (tables 74–77), and three of the enrollment-size categories (tables 78–81). For the smallest-size category (fewer than 500) the president most frequently determines discipline policy.

Extracurricular Activities

The officers and groups that make major decisions for selected activities are discussed in the paragraphs that follow.

Academic and Department Clubs.—For all institutions combined (table 71), a faculty group is indicated as responsible for determining institutional policy for academic and departmental clubs. The chief exceptions are the public institutions and the top two enrollment-size categories where the chief student services officer is most likely to determine policy (tables 72–81).

Convocations.—In all institutions (table 71), both public and private (tables 72–73), policy for convocations is usually determined by the president. Analysis of the data indicates that the president is most frequently responsible for policy formulation regarding convocations in all types of institutions (tables 74–77), and all sizes (tables 71–81), with only a few exceptions. Among the teachers colleges, the academic dean most often determines this policy, and in the largest enrollment-size category—above 10,000—the vice-president for student services is the official who does so.

Fraternities and Sororities.—About half the colleges and universities (table 71) in the sample do not have fraternities and sororities. In those which do have them the chief student services officer most frequently determines policy. Few significant variations occur among the public and private institutions (tables 72, 73), among the types of institutions (tables 74–77), or enrollment-size categories (tables 78–81). It is worthy of note that fraternities and sororities are reported more frequently in the universities and in institutions with more than 10,000 students.

Intercollegiate Athletics.—For all institutions (table 71), the director of athletics is the administrator most likely to determine institutional policy for intercollegiate athletics. In general, the second-ranking position for policy development in this area is the faculty as a group. Other groups and officers, such as the president's administrative council, often rank high as policy makers in this area, as indicated in the data (tables 72–81).

Intramural Athletics.—Policy formulation for intramural athletics is most frequently a responsibility of the director of athletics in the 723 institutions of higher education shown in table 71. The faculty as a group ranks second in this respect. In general, this is true when the institutions are considered by control (tables 72, 73), type (tables 74–77), or enrollment size (tables 78–81).

Student Government Groups.—Most frequently, the chief student services officer determines institutional policy for student-government activities in the 723 colleges and universities in the sample (table 71). As indicated in the data by control (tables 72, 73), type (tables 74–77), and enrollment size (tables 78–81), much variation exists among the officers and groups that rank in second place in this area of policy development.

Student Publications.—An individual faculty member is mentioned most often as the one responsible for student publications in the 723 colleges and universities included in table 71. The data by control (tables 72, 73), type (tables 74–77) and enrollment size (tables 78–81) show considerable variation among the officers and groups in second ranking for developing policy on student publications.

Other Activities.—The officers and groups that determine policy for other extracurricular activities in order of highest frequency are (1) the chief student services officer, (2) the faculty as a group, and (3) the president's administrative council (table 71). There is little variation in this pattern by control (tables 72, 73), type (tables 74–77), and enrollment size (tables 78–81).

Financial Aids, Loans, and Scholarships

For all the participating institutions of higher education (table 71), the chief student-services officer ranks first as the one who has most to do with determining policy for financial aids. In second place are the president's administrative council and the chief business officer. There are many variations in this pattern when the institutions are considered by control (tables 72, 73) and type (tables 74–77). Among the junior colleges the president ranks first. For enrollment-size categories (tables 78–81), the business manager ranks first in the 500–2,499 category and the president first in the smallest category (below 500).

Foreign Students

The chief student services officer is the major determiner of policy for foreign-student counseling in the participating colleges and universities (table 71). He ranks first in this respect among the public and private institutions (tables 72, 73), all types (tables 74–77), and sizes (tables 78–81) of institutions. A significant number of junior colleges and small institutions report nonparticipation in foreign-student counseling.

Freshman Orientation

Policy for freshman orientation is determined largely by the chief student services officer (table 71), who ranks first among both public and private (tables 72, 73), in all types (tables 74–77), and for all enrollment sizes (tables 78–81) except in the small institutions (below 500 students), where the academic dean ranks first. The academic dean ranks second in public and private institutions and in all types except the universities, where the business manager ranks jointly with him. No officer ranks second in more than one enrollment-size category.

Food Services

For the participating institutions (table 71) the business manager ranks first as the developer of policy for food services in both public and private (tables 72, 73), in all types (tables 74–77), and in all enrollment-size categories (tables 78–81).

Health Services

The chief student services officer ranks first as a major determiner of policy for health services in all the participating institutions (table 71) and the director of health services ranks second. The same pattern emerges when the colleges and universities are considered in terms of control (tables 72, 73), type (tables 74–77), and enrollment size (tables 78–81).

Housing

The chief student services officer ranks first as the administrator who determines institutional policy for the housing program in all the participating institutions (table 71), both public and private (tables 72, 73), and for most types (tables 74–77) and enrollment sizes of institutions (tables 78–81).

Placement

The chief student services officer is the one most likely to determine institutional policy for job placement and the director of placement ranks second in all institutions (table 71) of all types (tables 74–77) and enrollment sizes (tables 78–81).

Religious Activities

The chief student services officer and the director of religious affairs most frequently formulate policy for religious activities in all the participating institutions of higher education (table 71), of all types (tables 74–77) and enrollment sizes (tables 78–81). About a fifth of the institutions indicate this function as not performed. Almost half of the public institutions do not have organized religious activities, in contrast to the private group with only 5 percent reporting the function as not performed.

Remedial Clinics

More than a third of the participating institutions (table 71) report they have no remedial clinics. This lack of remedial clinics is especially noticeable among the junior colleges and the small institutions. In those institutions with remedial clinics, the academic dean ranks first as the officer most likely to determine policy in both public and private institutions (tables 72, 73), of all types (tables 74–77) and enrollment sizes (tables 78–83).

Registration and Records

In all the participating colleges and universities (table 71), both public and private (tables 72, 73) of all types (tables 74–77) and enrollment sizes (tables 78–81), the registrar determines policy for registration and records in a majority of institutions. The academic dean ranks in second place as a determiner of policy in this area.

Student Activity Calendar

In the participating colleges and universities (table 71), there is much diversity in the officers and groups that determine policy for the student activity calendar. The chief student services officer, however, ranks first in all institutions, both private and public (tables 72, 73), of all types (tables 74–77), and enrollment sizes (tables 78–81).

Student Recruitment

There is much diversity in the officers and groups responsible for determining institutional policy for recruitment in the 723 participating colleges and universities (table 71). In about a fifth of the institutions, major decisions of policy in this area are made by the director of admissions with the president's administrative council in second place. Below this rank, other officers that determine policy in this area include the chief student services officer, the president, and the academic dean.

In half of the public institutions (table 72), policy for student recruitment is determined most often by the chief student services officer. In contrast, the director of admissions most often determines policy in the private group (table 73). A number of different officers and groups determine policy for student recruitment in the four types of institutions (tables 74–77) and in the various enrollment sizes (tables 78–81), most of which are represented by fewer than 10 percent of the institutions. Of these officers and groups, the chief student services officer most often ranks first.

Testing

Policy formulation for the testing program in the 723 participating institutions (table 71) is most often a function of the chief student services officer, with the academic dean and the director of counseling occupying second place.

When practice is considered in terms of control (tables 72, 73), type (tables 74–77), and enrollment size (tables 78–81), a similar pattern of responsibility for policy determination for testing becomes apparent.

Student Union Building

Two out of five of the participating colleges and universities do not have a student union building. For those with these buildings (table 71), both public and private (tables 72, 73), of all types (tables 74–77), and enrollment sizes (tables 78–81), the administrators most likely to administer student-union programs are the chief student services officer, the business manager, or the two administrators jointly.

Veterans Affairs

As indicated in table 71, more than a fifth of the 723 participating colleges and universities indicate that no policy is formulated for veterans affairs. Notable in this group are the junior colleges and institutions in the smallest enrollment size. For all institutions, however, the registrar ranks first in this respect, with the chief student services officer and the academic dean having second place.

In almost half of the public institutions (table 72), policy for veterans affairs is determined by the chief student services officer, while the registrar ranks at the top in the private group (table 73). When type is considered (tables 74–77), it is apparent that policy formulation for veterans affairs is most often the responsibility of the chief student services officer in the universities and teachers colleges, the registrar in the liberal arts colleges, and the academic dean in the junior colleges.

When enrollment size (tables 78–81) is examined, much diversity is again apparent. The chief student services officer ranks first among the institutions with more than 2,500 students. In those with fewer than 2,500, either the registrar or the academic dean is the one most likely to determine policy for veterans affairs.

Policy Implementation

This part of the chapter shows the officers and groups responsible for administering the approved policy for each of the 22 activities and functions. Basic data appear in the tables 82–92 (group C). Tables 93–114 (group D) show the number of institutions in each category and the rank and percentage of institutions which reported the officers and groups responsible for administering the activities or functions.

Admissions

The officers and groups that administer officially approved policy for admissions are shown in table 93 for all institutions, by control, type, and enrollment size. As shown in the table, the director of admissions ranks first as the officer who administers policy for admissions in all institutions of all types and enrollment sizes. The percentages range from about 40 in the enrollment category "below 500" to about 90 in the enrollment category "10,000 and over." The registrar is consistently reported in second place among the institutions.

Academic Advisory Program

The academic dean, as might be expected, administers approved policy for the academic advisory program in a sizable portion of all institutions (table 94). The percentages range from 40 in the junior colleges to about 55 in the universities. With the exceptions of the public institutions and the teachers colleges, the faculty as a group ranks second as the group that administers the academic advisory program. Public institutions and the teachers colleges indicate that the chief student services officer administers officially approved policy for the academic advisory program.

Campus Security

Table 95 shows the officers and groups that administer approved policy for campus security in all institutions by control, type, and enrollment size. The business manager is reported most frequently, ranking first in all categories except the universities, which report the dean of students. The dean of students is ranked second by all categories of institutions. In the enrollment-size group "10,000 and over," the dean of students and the business manager rank equally, both reported by approximately 40 percent of these institutions.

Slightly more than 11 percent of all institutions report the function of campus security as not performed. By category of institution, "function not performed" is indicated in about 12 percent of the public colleges and universities, in 21 percent of the junior colleges, and in 23 percent of the institutions with enrollments below 500.

Concerts and Lectures

The officers and groups that administer officially approved policy for concert and lecture services in about half of all institutions are shown in table 96. There is little similarity among the officers and groups that administer these services. Only among the liberal arts colleges is an officer or group reported by more than a fifth of the institutions in a category.

An individual faculty member is ranked first by all institutions, by public and private institutions, by liberal arts colleges, and by institutions in enrollment categories—2,500–9,999 and 500–2,499. The director of the student union ranks first among the universities and the large institutions with enrollments of 10,000 and over.

The teachers colleges report an "administrator—student group" and the small institutions indicate the academic dean as responsible for administering policy for concerts and lectures. In the enrollment category 2,500–9,999, an individual faculty member and the vice president for student services receive equal mention, both reported by 11.9 percent of these institutions.

"Function not performed" is reported by about 10 percent of all institutions, by one-fifth of the junior colleges, and by 14 percent of the small institutions with enrollments below 500.

Counseling

The director of counseling administers the counseling program in all institutions (see table 97). The chief student services officer ranks second among most categories of institutions. The director of counseling is reported by a majority of the universities and two enrollment groups—10,000 and over and 2,500–9,999. The director of counseling and the chief student services officer are both reported by about 30 percent of the teachers colleges.

Discipline

A number of officers and groups administer approved policy for discipline, as indicated in table 98. These include the chief student services officer, ranked first by most categories of institutions; and a group of faculty members, ranked second by four categories. Other officers and groups that administer discipline policy include the "business manager-chief student services officer," the academic dean, the dean of men, the marshal, and the president or chief administrator.

Extracurricular Activities

The work of officers and groups responsible for administering officially approved policy in regard to extracurricular activities is discussed in the paragraphs that follow.

Academic and Departmental Clubs.—An individual faculty member is responsible for administering policy for academic and departmental clubs in all institutions, public and private, of all types and enrollment sizes, except the large institutions (table 99). The "individual faculty member" is reported by about one-fifth of the institutions in each of the categories. In the institutions with enrollments of 10,000 and over, the chief student-services officer ranks first.

Convocations.—Many officers and groups administer approved policy for convocations, none of which performs this function in a fifth of the institutional categories (table 99). The academic dean and the president are among the officers reported more frequently by the institutions. About 11 percent of all institutions report the function as not performed.

Fraternities and Sororities.—In about 12 percent of the 723 institutions, a group of faculty members administer institutional policy for fraternities and sororities as indicated in table 99. About one-half of all institutions report the lack of institutional administration of fraternities and sororities.

A group of faculty members administers policy for fraternities and sororities in approximately a fifth of public institutions. The chief student-services officer has this responsibility in about 15 percent of the private institutions.

By type of institution and enrollment size, policy for fraternities and sororities is administered by the faculty as a group in the universities, reported by about half of these institutions; and by about 17 percent of the teachers colleges, about half of the 10,000-and-over enrollment group, and about a third of the 2,500–9,999 enrollment group. Policy is administered by the chief student-services officer in the liberal arts and junior colleges and in the smaller enrollment-size institutions, "500–2,499" and "below 500."

"Function not performed" is reported by a majority of the private institutions, the junior colleges, the institutions with enrollments of 500–2,499, and those with enrollments below 500.

Intercollegiate Athletics.—Institutional policy for intercollegiate athletics is administered by the director of athletics in all institutions, both public and private, of all types and enrollment sizes. The percentages as shown in table 99 range from about 45 percent of the institutions with enrollments below 500 to 93 percent of those with enrollments of 10,000 and over. More than a third of the institutions with enrollments below 500 indicate the function as not performed.

Intramural Athletics.—The director of athletics administers approved policy for intramural athletics in almost half of the institutions in each category shown in table 99. An individual faculty member ranks second as the officer most likely to administer approved policy for intramural athletics. About a fifth of the junior colleges and the institutions with enrollments below 500 report the function as not performed.

Student Government Groups.—Table 99 shows the rank of officers and groups that administer approved policy for student government groups and the percentage of institutions reporting each for all institutions, both public and private, by type and by enrollment size.

From the table it can be seen that the chief student services officer performs this function most frequently. Other officers and groups indicated in the table vary greatly between the public and private institutions, and among the types and enrollment sizes of institutions.

Student Publications.—An individual faculty member administers approved policy for student publications in a fourth of all institutions (table 99). This officer ranks first among public and private institutions and all types and enrollment sizes of institutions. A student committee ranks second among the officers and groups performing this function.

Other Extracurricular Activities.—As reported in table 99 approved policy for other extracurricular activities is likely to be administered first, by the chief student services officer and second, by an individual faculty member. There are many variations among the categories of institutions.

Financial Aids, Loans, and Scholarships

Several officers and groups administer approved policy for financial aids, loans, and scholarships including the director of financial aid who, with two exceptions, is ranked first by all categories included in table 100. The business manager ranks first as the officer administering policy in the junior colleges and in the institutions with enrollments below 500.

Foreign Students

As indicated in table 101 administering policy for foreign-student counseling is a responsibility of the foreign student adviser and the chief student services officer. One-fifth of the 723 colleges and universities report the function as not performed. This varies by enrollment size and by type of institution. A large proportion of the junior colleges and the institutions with enrollments below 500 report the function as not performed.

Freshman Orientation

Responsibility for administration of approved policy for freshman orientation is spread among many officers and groups, none of which is reported by as many as one-fourth of the institutions in any category (table 102). The chief student services officer ranks first among all types and sizes of institutions, except the small institutions. In these institutions with enrollments below 500, the academic dean ranks first as the officer who administers policy for freshman orientation.

Food Services

Administration of approved policy for food services is a responsibility of the director of food services (ranked first) and the business manager (ranked second) (table 103). This holds true of both public and private institutions, in all types, and in all enrollment sizes of institutions.

Health Services

Approved policy for health services is administered by the director of health services in a majority of the institutions shown in table 104. To a lesser extent the chief student services officer has responsibility.

Almost one-eighth of all institutions report the function as not performed.

Housing

For all institutions reported in table 105, officially approved policy for the housing program is administered by the director of housing in a fifth of the institutions, the chief student-services officer in about 17 percent, and a group of faculty members in 13 percent.

The officer who administers approved policy for the housing program in public institutions is the director of housing. The chief student services officer has responsibility in the private institutions. The director of housing administers approved policy in all types and sizes of institutions except in the liberal arts colleges, the 500–2,499 enrollment-size group, and the "below-500" enrollment category.

Placement

The officers and groups responsible for administering approved policy for job placement, in order of rank, shown in table 106, are director of placement, chief student services officer, and director of counseling.

Of the 723 institutions, about 10 percent report the function as not performed. This is most evident among the junior colleges and the institutions with enrollments below 500.

Religious Activities

The director of religious affairs administers approved policy for religious activities in all institutions, both public and private, of all types and enrollment sizes (table 107). The only category of institutions which report additional officers and groups is the teachers colleges, which also indicate the chief student services officer, a student committee, and the vice president for student services.

Approximately one-fifth of the 723 colleges and universities indicate the function as not performed. The proportion varies among the types and sizes of institutions.

Remedial Clinics

An individual faculty member is responsible for administering approved policy for remedial clinics (table 108). This officer ranks first in all categories except the universities. The director of counseling performs this function in the universities.

More than one-third of the 723 colleges and universities report the function as not performed.

Registration and Records

In a majority of all institutions, the registrar administers approved policy concerning registration and records as shown in table 109. The percentages range from about 50 percent of the junior colleges to almost 90 percent of the universities among the types of institutions. By enrollment size, the percentages range from about 50 percent of the institutions with enrollments below 500 to about 90 percent of those with enrollments of 10,000 and over.

Student Activity Calendar

Officers and groups that administer approved policy for the student activity calendar are shown by rank in table 110. The chief student services officer ranks first and the dean of women second as the officers likely to administer approved policy for the student activity calendar in all 723 institutions, the public institutions, and the private institutions. There is little similarity among the types and enrollment sizes of institutions.

Student Recruitment

As indicated in table 111, administration of student-recruitment policy is a responsibility of a number of officers and groups. The director of admissions ranks first among all categories of institutions. Second place is shared by the director of student recruitment and the chief student services officer. Seven percent of all institutions indicate the function as not performed.

Testing

The director of testing administers approved policy for the testing program, as shown in table 112. Other officers and groups mentioned frequently include the director of counseling, the chief student services officer, and the academic dean.

Student Union Building

As reported in table 113, the director of the student union administers approved policy for the operation and programs of the student union building in all categories of institutions. Two-fifths of all institutions, however, report the function as not performed.

Veterans Affairs

The registrar administers policy for veterans affairs in all institutions shown in table 114. This officer ranks first in all categories of institutions except the universities and the enrollments groups "10,000 and over" and "2,500–9,999," which report the director of veterans affairs. More than one-fifth of all institutions indicate the function as not performed.

Tables

Group A: 1–48
Group B: 49–70
Group C: 71–92
Group D: 93–114

Group A

TABLE 1.—*Number of chief student services officers, by control and type of institution, and percent which number bears to total number of institutions: Aggregate U.S., 1962–63*

Status in regard to CSSO [1]	Total		Universities		Liberal arts colleges		Teachers colleges		Junior colleges	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
ALL INSTITUTIONS										
Total	723	100.0	73	100.0	345	100.0	92	100.0	213	100.0
With CSSO [1]	621	85.9	67	91.8	295	85.5	78	84.8	181	85.0
Without CSSO	102	14.1	6	8.2	50	14.5	14	15.2	32	15.0
PUBLIC										
Total	297	100.0	44	100.0	41	100.0	77	100.0	135	100.0
With CSSO	265	89.2	42	95.5	37	90.2	66	85.7	120	88.9
Without CSSO	32	10.8	2	4.5	4	9.8	11	14.3	15	11.1
PRIVATE										
Total	426	100.0	29	100.0	304	100.0	15	100.0	78	100.0
With CSSO	356	83.6	25	86.2	258	84.9	12	80.0	61	78.2
Without CSSO	70	16.4	4	13.8	46	15.1	3	20.0	17	21.8

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[1] Chief student services officer.

TABLE 2.—*Duties of chief student services officers, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Duties	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
ALL INSTITUTIONS					
Total: *Number*	*621*	*67*	*295*	*78*	*181*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	20.9	50.7	19.3	26.9	9.9
Primary duty with other student services duties	20.9	10.4	20.7	26.9	22.7
Primary duty with other student services duties and teaching duties	22.4	7.5	24.7	24.4	23.2
Primary duty with administrative duties outside student services	12.9	11.9	10.5	3.9	21.0
Primary duty with administrative duties outside student services and teaching duties	12.1	1.6	13.6	6.4	16.0
Primary duty with teaching duties	10.8	17.9	11.2	11.5	7.2
PUBLIC					
Total: *Number*	*265*	*42*	*37*	*66*	*120*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	28.6	50.0	48.6	31.8	13.3
Primary duty with other student services duties	24.2	11.9	16.2	31.8	26.7
Primary duty with other student services duties and teaching duties	16.2	7.1	8.1	18.2	20.8
Primary duty with administrative duties outside student services	14.0	9.5	8.1	4.5	22.5
Primary duty with administrative duties outside student services and teaching duties	6.8	2.5	5.5	3.1	10.8
Primary duty with teaching duties	10.2	19.0	13.5	10.6	5.9
PRIVATE					
Total: *Number*	*356*	*25*	*258*	*12*	*61*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	15.2	52.0	15.1	----------	3.3
Primary duty with other student services duties	18.5	8.0	21.3	----------	14.8
Primary duty with other student services duties and teaching duties	27.0	8.0	27.1	58.3	27.9
Primary duty with administrative duties outside student services	12.1	16.0	10.9	----------	18.0
Primary duty with administrative duties outside student services and teaching duties	16.0	----------	14.7	25.0	26.2
Primary duty with teaching duties	11.2	16.0	10.9	16.7	9.8

TABLE 3.—*Age and sex of chief student services officers, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Age	Men					Women				
	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
1	2	3	4	5	6	7	8	9	10	11
Total: *Number*	*496*	*65*	*212*	*66*	*153*	*125*	*2*	*83*	*12*	*28*
Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS										
20–29	3.2	1.5	1.9	3.0	5.9	.8	--------	1.3	--------	--------
30–39	31.5	20.0	34.4	22.7	35.8	11.2	--------	10.8	25.0	7.1
40–49	36.7	32.3	37.7	50.0	31.4	36.8	--------	37.3	41.7	35.8
50–59	23.0	35.4	20.8	18.2	22.9	38.4	50.0	36.1	25.0	50.0
60–69	5.4	10.8	5.2	6.1	3.3	12.8	50.0	14.5	8.3	7.1
70 and over	.2	--------	--------	--------	.7	--------	--------	--------	--------	--------
PUBLIC										
20–29	2.5	2.5	--------	1.8	3.7	--------	--------	--------	--------	--------
30–39	28.8	20.0	30.0	18.6	37.4	13.8	--------	14.3	28.6	7.7
40–49	38.6	35.0	30.0	52.5	34.6	27.6	--------	14.3	42.8	30.8
50–59	23.7	30.0	30.0	20.3	21.5	44.8	50.0	42.8	28.6	53.8
60–69	6.4	12.5	10.0	6.8	2.8	13.8	50.0	28.6	--------	7.7
70 and over	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------
PRIVATE										
20–29	3.8	--------	2.2	14.3	10.9	1.0	--------	1.3	--------	--------
30–39	33.8	20.0	35.2	57.1	32.6	10.4	--------	10.5	20.0	6.7
40–49	35.0	28.0	39.0	28.6	23.9	39.6	--------	39.5	40.0	40.0
50–59	22.3	44.0	19.2	--------	26.1	36.5	--------	35.5	20.0	46.6
60–69	4.6	8.0	4.4	--------	4.3	12.5	--------	13.2	20.0	6.7
70 and over	.5	--------	--------	--------	2.2	--------	--------	--------	--------	--------

TABLE 4.—*Degrees held by chief student services officers, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Degree	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*621*	*67*	*295*	*78*	*181*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
Research doctorate	37.5	53.7	40.3	65.4	14.9
Master's	55.1	31.3	52.5	34.6	76.8
Bachelor's	6.9	12.0	7.2	--------	7.7
Less than bachelor's	.3	1.5	--------	--------	.6
Other	.2	1.5	--------	--------	--------
PUBLIC					
Research doctorate	41.5	57.1	62.2	71.2	13.3
Master's	53.6	26.2	37.8	28.8	81.7
Bachelor's	4.5	14.3	--------	--------	5.0
Less than bachelor's	--------	--------	--------	--------	--------
Other	.4	2.4	--------	--------	--------
PRIVATE					
Research doctorate	34.5	48.0	37.2	33.3	18.0
Master's	56.2	40.0	54.7	66.7	67.2
Bachelor's	8.7	8.0	8.1	--------	13.1
Less than bachelor's	.6	4.0	--------	--------	1.7
Other	--------	--------	--------	--------	--------

TABLE 5.—*Membership in professional organizations, chief student services officers, by type, in percents:*[1] *Aggregate U.S., 1962–63*

Organization	All institutions	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
None	27.1	10.4	24.7	18.0	40.9
American Association of Collegiate Registrars and Admissions Officers	18.5	17.9	14.2	14.1	27.6
American College Personnel Association	28.7	40.3	26.1	53.8	17.7
American Personnel and Guidance Association	36.2	46.3	33.2	61.5	26.5
American Psychological Association	7.9	11.9	8.5	10.2	4.4
Association of College Admission Counselors	5.5	4.5	5.4	7.7	5.0
National Association of Student Personnel Administrators	24.3	73.1	24.7	28.2	3.9
National Association of Women Deans and Counselors	10.5	3.0	16.3	7.7	5.0
Residual	9.8	11.9	8.5	24.4	5.0

[1] Percentages do not add to 100.0 because individuals may belong to more than one organization.

TABLE 6.—*Number of memberships held by chief student services officers in national personnel or related organizations, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Number of memberships	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	621	67	295	78	181
Percent	100.0	100.0	100.0	100.0	100.0
None	27.0	10.4	24.7	17.5	40.9
1	29.7	34.3	33.6	18.8	26.5
2	18.6	10.5	19.0	20.0	20.4
3 and over	24.7	44.8	22.7	43.7	12.2

TABLE 7.—*Years of full-time experience in student service areas in present position of chief student services officers, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*545*	*62*	*253*	*68*	*162*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
0	11.6	8.1	10.0	7.4	17.3
1	20.4	14.5	21.3	20.6	21.0
2–4	25.1	16.1	23.3	35.2	27.2
5–9	25.5	33.9	29.2	19.1	19.1
10–14	9.9	22.6	8.7	10.3	6.8
15 and over	7.5	4.8	7.5	7.4	8.6
PUBLIC					
0	12.8	10.5	----------	6.8	20.7
1	16.9	10.5	11.8	20.3	18.9
2–4	25.2	15.8	23.5	32.2	25.2
5–9	24.0	28.9	44.1	20.3	18.0
10–14	12.8	31.6	8.8	11.9	8.2
15 and over	8.3	2.7	11.8	8.5	9.0
PRIVATE					
0	10.6	4.2	11.4	11.1	9.8
1	23.1	20.8	22.8	22.2	25.5
2–4	25.1	16.7	23.3	55.6	31.4
5–9	26.7	41.7	26.9	11.1	21.6
10–14	7.6	8.3	8.7	----------	3.9
15 and over	6.9	8.3	6.9	----------	7.8

TABLE 8.—*Years of full-time experience in student service areas in present position of chief student services officers, by control and enrollment size of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Below 200	200–499	500–999	1,000–2,499	2,500–4,999	5,000–9,999	10,000–19,999	20,000 and over
Total: *Number*	*545*	*36*	*90*	*132*	*139*	*64*	*45*	*26*	*13*
Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS									
0	11.6	22.2	23.3	10.6	8.6	3.1	6.7	11.5	-------
1	20.4	11.1	23.3	20.5	25.9	15.6	17.8	19.3	-------
2–4	25.1	22.2	23.3	27.2	27.3	31.3	15.6	11.5	30.8
5–9	25.5	30.6	20.0	24.2	23.7	29.7	33.2	19.3	46.1
10–14	9.9	8.3	5.6	6.9	8.6	10.9	20.0	26.9	15.4
15 and over	7.5	5.6	4.5	10.6	5.9	9.4	6.7	11.5	7.7
PUBLIC									
0	12.8	25.0	32.1	19.5	9.8	2.0	9.7	11.1	-------
1	16.9	16.7	28.6	17.1	23.5	10.2	12.9	16.7	-------
2–4	25.2	8.3	17.9	29.2	25.5	34.7	22.6	11.1	33.3
5–9	24.0	25.0	10.7	17.1	27.5	32.7	25.7	11.1	41.7
10–14	12.8	16.7	7.1	4.9	7.8	10.2	22.6	38.9	16.7
15 and over	8.3	8.3	3.6	12.2	5.9	10.2	6.5	11.1	8.3
PRIVATE									
0	10.6	20.8	19.4	6.6	8.0	6.7	-------	12.5	-------
1	23.1	8.3	21.0	22.0	27.3	33.3	28.6	25.0	-------
2–4	25.1	29.2	25.8	26.4	28.3	20.0	-------	12.5	-------
5–9	26.7	33.3	24.2	27.4	21.6	20.0	50.0	37.5	100.0
10–14	7.6	4.2	4.8	7.7	9.1	13.3	14.3	-------	-------
15 and over	6.9	4.2	4.8	9.9	5.7	6.7	7.1	12.5	-------

TABLE 9.—*Previous position of chief student services officers, by location of previous position and type of institutions, in percents: Aggregate U.S., 1962–63*

Location of previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*621*	*67*	*295*	*78*	*181*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	46.0	67.2	46.7	43.6	38.1
Other institution	23.7	20.8	27.4	25.6	17.7
Secondary or elementary education	17.5	3.0	11.2	19.2	32.6
Business or industry	1.3	3.0	.4	3.8	1.1
Government	3.4	3.0	4.1	---------	3.9
No previous position	4.7	1.5	5.4	3.8	5.0
Religious organization	2.1	---------	3.4	1.4	1.1
Nonprofit service organization	1.3	1.5	1.4	2.6	.5

TABLE 10.—*Position prior to previous position of chief student services officers, by location of position prior to previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of position prior to previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*621*	*67*	*295*	*78*	*181*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	21.1	43.3	21.3	23.1	11.6
Other institution	27.9	38.8	27.5	38.4	19.9
Secondary or elementary education	26.9	7.4	21.7	19.2	45.8
Business or industry	2.7	1.5	4.1	1.3	1.7
Government	3.9	3.0	3.4	7.7	3.3
Not employed full time	.5	---------	.7	1.3	---------
No position prior to previous one	12.9	3.0	14.9	7.7	15.5
Religious organization	2.7	---------	4.7	---------	1.7
Nonprofit service organization	1.4	3.0	1.7	1.3	.5

TABLE 11.—*Previous position title of chief student services officers by position title and type of institution, in percents: Aggregate U.S., 1962–63*

Title of position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*621*	*67*	*295*	*78*	*181*
Percent	100.0	100.0	100.0	100.0	100.0
Chief student services officer	2.6	6.0	1.4	5.1	2.2
Dean of men	6.4	14.9	5.8	9.0	3.3
Dean of women	1.8	1.5	2.4	---------	1.7
Other student services administrator	15.6	23.9	16.9	14.1	11.1
Counselor or psychologist [1]	8.2	4.5	5.8	14.1	11.1
College academic administrator	5.8	6.0	7.4	5.1	3.3
Other college administrator	4.5	13.4	3.4	3.9	3.3
College faculty member	25.8	19.4	29.5	25.6	22.1
Secondary and elementary school administrator	9.3	3.0	5.4	9.0	18.2
Secondary and elementary school teacher	5.5	---------	5.8	2.6	8.3
No previous position	4.5	1.5	5.4	3.8	4.4
Residual	10.0	5.9	10.8	7.7	11.0

[1] Includes some employed by elementary and secondary education, Government or business in addition to those employed in higher education.

TABLE 12.—*Duties of deans of men, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Duties	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
ALL INSTITUTIONS					
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	36.9	68.4	37.3	37.3	13.6
Primary duty with other student services duties	5.2	7.0	5.4	2.0	5.0
Primary duty with other student services duties and teaching duties	10.1	7.0	10.8	7.8	12.3
Primary duty with administrative duties outside student services	7.0	3.6	4.9	9.8	12.3
Primary duty with administrative duties outside student services and teaching duties	6.2	---------	4.9	---------	17.3
Primary duty with teaching duties	34.6	14.0	36.7	43.1	39.5
PUBLIC					
Total: *Number*	*170*	*38*	*27*	*49*	*56*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	3.8	71.0	40.7	38.8	16.1
Primary duty with other student services duties	5.9	5.3	11.1	2.0	7.1
Primary duty with other student services duties and teaching duties	7.1	5.3	3.8	8.2	8.9
Primary duty with administrative duties outside student services	9.4	5.3	7.4	10.2	12.5
Primary duty with administrative duties outside student services and teaching duties	5.3	---------	---------	---------	16.1
Primary duty with teaching duties	33.5	13.1	37.0	40.8	39.3
PRIVATE					
Total: *Number*	*185*	*19*	*139*	*2*	*25*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	35.1	63.2	36.7	---------	8.0
Primary duty with other student services duties	4.3	10.5	4.3	---------	---------
Primary duty with other student services duties and teaching duties	13.0	10.5	12.2	---------	20.0
Primary duty with administrative duties outside student services	4.9	---------	4.3	---------	12.0
Primary duty with administrative duties outside student services and teaching duties	7.0	---------	5.8	---------	20.0
Primary duty with teaching duties	35.7	15.8	36.7	100.0	40.0

TABLE 13.—*Age of deans of men, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Age	Men				
	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
20–29	10.1	1.8	12.7	11.8	9.9
30–39	36.6	24.6	37.9	37.2	42.0
40–49	31.5	31.6	32.5	25.5	33.3
50–59	16.3	35.0	13.9	13.7	9.9
60–69	5.5	7.0	3.0	11.8	4.9
70 and over	--------	--------	--------	--------	--------
PUBLIC					
20–29	7.6	2.6	7.4	12.2	7.1
30–39	32.4	21.1	25.9	36.7	39.3
40–49	31.8	26.3	40.7	24.5	37.5
50–59	19.4	42.1	18.6	14.4	9.0
60–69	8.8	7.9	7.4	12.2	7.1
70 and over	--------	--------	--------	--------	--------
PRIVATE					
20–29	12.4	--------	13.7	--------	16.0
30–39	40.5	31.6	40.3	50.0	48.0
40–49	31.4	42.0	30.9	50.0	24.0
50–59	13.5	21.1	12.9	--------	12.0
60–69	2.2	5.3	2.2	--------	--------
70 and over	--------	--------	--------	--------	--------

TABLE 14.—*Degrees held by deans of men, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Degree	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
Research doctorate	15.2	31.6	15.1	13.7	4.9
Master's	70.1	59.6	66.8	80.4	77.8
Bachelor's	13.1	7.0	16.9	5.9	13.6
Less than bachelor's	.8	---------	.6	---------	2.5
Other	.8	1.8	.6	---------	1.2
PUBLIC					
Research doctorate	15.3	28.9	14.8	14.3	7.1
Master's	76.5	63.2	74.1	79.6	83.9
Bachelor's	7.6	7.9	11.1	6.1	7.1
Less than bachelor's	.6	---------	---------	---------	1.9
Other	---------	---------	---------	---------	---------
PRIVATE					
Research doctorate	15.1	36.8	15.1	---------	---------
Master's	64.3	52.6	65.5	100.0	64.0
Bachelor's	17.8	5.3	18.0	---------	28.0
Less than bachelor's	1.2	---------	.7	---------	4.0
Other	1.6	5.3	.7	---------	4.0

TABLE 15.—*Membership in professional organizations, deans of men, by type, in percents:*[1] *Aggregate U.S., 1962–63*

Organization	All institutions	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
None	50.4	17.5	48.2	58.8	72.8
American Association of Collegiate Registrars and Admissions Officers	4.2	3.5	6.0	---------	3.7
American College Personnel Association	20.8	31.6	22.3	19.6	11.1
American Personnel and Guidance Association	23.4	31.6	21.7	33.3	14.8
American Psychological Association	3.7	5.3	3.6	5.9	1.2
Association of College Admission Counselors	3.7	3.5	4.8	2.0	2.5
National Association of Student Personnel Administrators	22.5	59.6	25.3	5.9	1.2
Residual	5.9	7.0	6.0	13.7	---------

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[1] Percentages do not add to 100.0 because individuals may belong to more than one organization.

TABLE 16.—*Number of memberships held by deans of men in national personnel or related organizations, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Number of memberships	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
None	50.4	17.5	48.2	58.8	72.8
1	26.8	49.1	26.5	17.7	17.3
2	15.5	17.6	18.7	13.7	8.7
3 and over	7.3	15.8	6.6	9.8	1.2

TABLE 17.—*Years of full-time experience in student service areas in present position of deans of men, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*301*	*57*	*135*	*42*	*67*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
0	16.3	7.0	17.0	14.3	23.9
1	16.9	14.0	17.0	23.8	14.9
2–4	32.6	26.3	33.3	30.9	37.3
5–9	18.3	19.3	21.5	9.5	16.4
10–14	8.3	21.1	6.7	4.8	3.0
15 and over	7.6	12.3	4.5	16.7	4.5
PUBLIC					
0	13.2	2.6	8.0	12.5	25.0
1	17.2	13.2	16.0	25.0	14.6
2–4	31.8	26.2	36.0	30.0	35.3
5–9	16.6	21.1	20.0	10.0	16.7
10–14	10.6	23.7	12.0	5.0	4.2
15 and over	10.6	13.2	8.0	17.5	4.2
PRIVATE					
0	19.3	15.8	19.1	50.0	21.1
1	16.7	15.8	17.3	--------	15.8
2–4	33.3	26.3	32.7	50.0	42.0
5–9	20.0	15.8	21.8	--------	15.8
10–14	6.0	15.8	5.5	--------	--------
15 and over	4.7	10.5	3.6	--------	5.3

TABLE 18.—*Years of full-time experience in student service areas in present position of deans of men, by control and enrollment size of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Below 200	200–499	500–999	1,000–2,499	2,500–4,999	5,000–9,999	10,000–19,999	20,000 and over
Total: *Number*	*301*	*9*	*26*	*58*	*80*	*51*	*42*	*25*	*10*
Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS									
0	16.3	11.1	42.3	25.9	15.0	9.8	4.8	12.0	--------
1	16.9	11.1	19.2	8.6	17.5	29.4	19.0	12.0	--------
2–4	32.6	22.3	30.8	36.2	35.0	33.3	31.0	20.0	40.0
5–9	18.3	44.4	7.7	17.2	18.8	17.6	23.8	4.0	40.0
10–14	8.3	--------	--------	8.6	6.2	4.0	9.5	32.0	10.0
15 and over	7.6	11.1	--------	3.5	7.5	5.9	11.9	20.0	10.0
PUBLIC									
0	13.3	--------	57.1	23.5	19.4	10.3	3.5	5.6	--------
1	17.2	--------	42.9	--------	16.1	28.2	17.2	11.1	--------
2–4	31.7	--------	--------	35.3	38.6	33.3	34.5	16.7	44.5
5–9	16.6	100.0	--------	23.5	6.5	15.4	27.6	5.6	33.3
10–14	10.6	--------	--------	5.9	9.7	5.1	6.9	38.8	11.1
15 and over	10.6	--------	--------	11.8	9.7	7.7	10.3	22.2	11.1
PRIVATE									
0	19.3	12.5	36.9	26.8	12.2	8.4	7.6	28.5	19.3
1	16.7	12.5	10.5	12.2	18.4	33.3	23.1	14.3	16.7
2–4	33.3	25.0	42.1	36.6	32.7	33.3	23.1	28.6	33.3
5–9	20.0	37.5	10.5	14.6	26.5	25.0	15.4	--------	20.0
10–14	5.9	--------	--------	9.8	4.1	--------	15.4	14.3	5.9
15 and over	4.8	12.5	--------	--------	6.1	--------	15.4	14.3	4.8

TABLE 19.—*Previous position of deans of men, by location of previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	40.3	50.8	39.8	27.5	42.0
Other institution	21.1	29.8	22.3	19.6	13.6
Secondary or elementary education	21.4	8.7	15.7	33.3	34.6
Business or industry	3.1	1.8	4.2	3.9	1.2
Government	4.5	5.3	6.0	3.9	1.2
Not employed full-time	.6	1.8	.6	--------	--------
No previous position	6.2	--------	7.2	9.8	6.2
Religious organization	2.0	1.8	3.0	--------	1.2
Nonprofit service organization	.8	--------	1.2	2.0	--------

TABLE 20.—*Position prior to previous position of deans of men, by location of position prior to previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of position prior to previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	12.1	21.1	12.1	7.8	8.6
Other institution	22.3	21.1	27.7	11.8	18.5
Secondary or elementary education	31.8	28.1	26.5	43.1	38.3
Business or industry	3.9	7.0	3.0	3.9	3.7
Government	8.5	14.0	6.6	11.8	6.2
Not employed full-time	.3	---------	.6	---------	---------
No position prior to previous one	18.3	7.0	18.7	19.6	24.7
Religious organization	1.7	---------	3.6	---------	---------
Nonprofit service organization	1.1	1.7	1.2	2.0	---------

TABLE 21.—*Previous position of deans of men, by title of position and type of institution, in percents: Aggregate U.S., 1962–63*

Title of position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*166*	*51*	*81*
Percent	100.0	100.0	100.0	100.0	100.0
Chief student services officer	0.3	---------	0.6	---------	---------
Dean of men	2.5	1.8	3.6	2.0	1.2
Other student services administrator	15.5	36.8	16.9	7.8	2.5
Counselor or psychologist	11.0	17.5	9.1	9.8	11.1
College academic administrator	1.1	1.8	.6	2.0	1.2
Other college administrator	2.8	5.3	1.2	3.9	3.7
College faculty member	28.5	21.1	28.9	23.5	35.8
Secondary and elementary school administrator	8.5	1.7	4.8	17.7	14.8
Secondary and elementary school teacher	8.7	1.7	8.4	9.8	13.6
No previous position	5.9	---------	6.6	9.8	6.2
Residual	15.2	12.3	19.3	13.7	9.9

TABLE 22.—*Duties of deans of women, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Duties	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
ALL INSTITUTIONS					
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	43.1	71.0	42.7	50.7	22.4
Primary duty with other student services duties	6.0	6.5	5.4	4.0	8.4
Primary duty with other student services duties and teaching duties	7.1	4.8	6.8	5.3	10.3
Primary duty with administrative duties outside student services	4.6	---------	4.1	1.3	10.3
Primary duty with administrative duties outside student services and teaching duties	4.9	1.6	3.6	6.7	8.4
Primary duty with teaching duties	34.3	16.1	37.4	32.0	40.2
Total: *Number*	*206*	*39*	*38*	*67*	*62*
Percent	100.0	100.0	100.0	100.0	100.0
PUBLIC					
Sole duty	45.6	74.3	42.1	52.2	22.6
Primary duty with other student services duties	5.8	5.1	2.6	3.0	11.3
Primary duty with other student services duties and teaching duties	3.4	2.6	---------	3.0	6.5
Primary duty with administrative duties outside student services	3.9	---------	5.3	1.5	8.1
Primary duty with administrative duties outside student services and teaching duties	6.8	2.6	7.9	6.0	9.7
Primary duty with teaching duties	34.5	15.4	42.1	34.3	41.8
Total: *Number*	*260*	*23*	*184*	*8*	*45*
Percent	100.0	100.0	100.0	100.0	100.0
PRIVATE					
Sole duty	41.1	65.2	42.9	37.5	22.2
Primary duty with other student services duties	6.2	8.7	6.0	12.5	4.4
Primary duty with other student services duties and teaching duties	10.0	8.7	8.2	25.0	15.6
Primary duty with administrative duties outside student services	5.0	---------	3.8	---------	13.3
Primary duty with administrative duties outside student services and teaching duties	3.5	---------	2.7	12.5	6.7
Primary duty with teaching duties	34.2	17.4	36.4	12.5	37.8

TABLE 23.—*Age of deans of women, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Age	Women				
	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
20–29	4.1	1.6	5.0	1.3	5.6
30–39	21.0	21.0	23.0	17.3	19.6
40–49	30.5	33.9	33.2	26.7	25.2
50–59	30.0	29.0	24.8	40.0	34.6
60–69	14.2	14.5	13.5	14.7	15.0
70 and over	.2	--------	.5	--------	--------
PUBLIC					
20–29	1.0	--------	--------	1.5	1.7
30–39	17.5	20.5	21.1	16.4	14.5
40–49	28.2	30.8	31.6	23.9	29.0
50–59	37.8	35.9	28.9	43.3	38.7
60–69	15.5	12.8	18.4	14.9	16.1
70 and over	--------	--------	--------	--------	--------
PRIVATE					
20–29	6.5	4.4	6.0	--------	11.1
30–30	23.8	21.7	23.4	25.0	26.7
40–49	32.3	39.1	33.7	50.0	20.0
50–59	23.8	17.4	23.9	12.5	28.9
60–69	13.1	17.4	12.5	12.5	13.3
70 and over	.5	--------	.5	--------	--------

TABLE 24.—*Degrees held by deans of women, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Degree	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
Research doctorate	15.5	30.6	12.6	21.3	8.4
Master's	68.4	61.3	70.2	72.0	66.4
Bachelor's	12.9	6.5	14.0	6.7	18.7
Less than bachelor's	3.0	1.6	3.2	----------	5.6
Other	.2	----------	----------	----------	.9
PUBLIC					
Research doctorate	20.4	38.5	15.8	22.4	9.7
Master's	71.8	51.2	78.9	73.1	79.0
Bachelor's	5.8	7.7	5.3	4.5	6.5
Less than bachelor's	2.0	2.6	----------	----------	4.8
Other	----------	----------	----------	----------	----------
PRIVATE					
Research doctorate	11.5	17.4	12.0	12.5	6.7
Master's	65.8	78.3	68.4	62.5	43.8
Bachelor's	18.5	4.3	15.8	25.0	35.6
Less than bachelor's	3.8	----------	3.8	----------	6.7
Other	.4	----------	----------	----------	2.2

TABLE 25.—*Membership in professional organizations of deans of women, by type, in percents:*[1] *Aggregate U.S., 1962–63*

Organization	All institutions	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
None	27.2	8.0	23.4	18.7	52.3
American Association of Collegiate Registrars and Admissions Officers	3.0	1.6	3.1	4.0	2.8
American College Personnel Association	20.2	46.8	14.4	36.0	5.6
American Personnel and Guidance Association	27.7	51.6	23.9	40.0	13.1
American Psychological Association	3.0	11.3	.9	4.0	1.9
Association of College Admission Counselors	1.7	1.6	1.8	----------	2.8
National Association of Student Personnel Administrators	4.9	9.7	5.9	4.0	.9
National Association of Women Deans and Counselors	62.4	85.5	64.9	68.0	40.2
Residual	5.6	8.1	5.4	10.7	.9

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[1] Percentages do not add to 100.0 because individuals may belong to more than one organization.

TABLE 26.—*Number of memberships held by deans of women in national personnel or related organizations, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Number of memberships	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
None	27.2	8.0	23.4	18.7	52.3
1	39.5	33.9	47.8	32.0	30.9
2	14.6	9.7	14.4	21.3	13.1
3 and over	18.7	48.4	14.4	28.0	3.7

TABLE 27.—*Years of full-time experience in student service areas in present position of deans of women, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*391*	*60*	*184*	*63*	*84*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
0	11.8	1.7	12.0	11.1	19.1
1	16.4	15.0	15.8	12.7	21.4
2–4	25.0	25.0	24.9	27.0	23.8
5–9	24.3	25.0	23.9	28.6	21.4
10–14	9.5	10.0	9.8	9.5	8.3
15 and over	13.0	23.3	13.6	11.1	6.0
PUBLIC					
0	11.7	----------	9.1	8.6	25.5
1	11.2	8.2	3.0	12.1	17.6
2–4	25.7	27.0	27.3	25.9	23.5
5–9	29.1	27.0	39.3	31.0	21.6
10–14	8.9	10.8	6.1	10.3	7.8
15 and over	13.4	27.0	15.2	12.1	4.0
PRIVATE					
0	11.8	4.4	12.6	40.0	9.1
1	20.8	26.1	18.5	20.0	27.3
2–4	24.5	21.7	24.5	40.0	24.2
5–9	20.3	21.7	20.5	----------	21.2
10–14	9.9	8.7	10.7	----------	9.1
15 and over	12.7	17.4	13.2	----------	9.1

TABLE 28.—*Years of full-time experience in student service areas in present position of deans of women, by control and enrollment size of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Below 200	200–499	500–999	1,000–2,499	2,500–4,999	5,000–9,999	10,000–19,999	20,000 and over
Total: *Number*	*391*	*13*	*40*	*92*	*106*	*61*	*43*	*26*	*10*
Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS									
0	11.8	--------	22.5	14.1	15.1	9.8	4.7	--------	--------
1	16.4	15.4	27.5	21.7	16.0	9.8	11.6	3.8	20.0
2–4	25.0	23.1	30.0	20.7	25.5	27.9	30.2	15.4	30.0
5–9	24.3	38.4	10.0	21.7	22.6	34.4	20.9	38.5	20.0
10–14	9.5	15.4	2.5	8.8	9.5	5.0	18.6	15.4	10.0
15 and over	13.0	7.7	7.5	13.0	11.3	13.1	14.0	26.9	20.0
PUBLIC									
0	11.7	--------	60.0	21.7	18.2	8.5	3.3	--------	--------
1	11.2	--------	40.0	13.0	18.2	8.5	3.3	--------	22.2
2–4	25.7	33.3	--------	17.4	29.5	27.7	33.3	16.7	22.2
5–9	29.0	--------	--------	34.8	25.1	34.0	26.7	38.8	22.2
10–14	9.0	33.3	--------	4.4	4.5	4.3	20.0	16.7	11.2
15 and over	13.4	33.4	--------	8.7	4.5	17.0	13.4	27.8	22.2
PRIVATE									
0	11.8	--------	17.1	11.6	12.9	14.3	7.7	--------	--------
1	20.8	20.0	25.7	24.6	14.5	14.3	30.7	12.5	--------
2–4	24.5	20.0	34.3	21.7	22.6	28.6	23.1	12.5	100.0
5–9	20.3	50.0	11.4	17.4	21.0	35.7	7.7	37.5	--------
10–14	9.9	10.0	2.9	10.2	12.9	7.1	15.4	12.5	--------
15 and over	12.7	--------	8.6	14.5	16.1	--------	15.4	25.0	--------

TABLE 29.—*Previous position of deans of women, by location of previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	28.1	27.4	27.9	20.0	34.6
Other institution	35.2	48.4	35.1	50.7	16.8
Secondary or elementary education	21.3	11.3	18.9	22.7	30.9
Business or industry	1.7	1.6	2.3	1.3	.9
Government	1.9	4.9	2.3	1.3	--------
Not employed full time	.4	--------	.4	--------	.9
No previous position	7.5	4.8	8.6	4.0	9.4
Religious organization	.7	--------	--------	--------	2.8
Nonprofit service organization	3.2	1.6	4.5	--------	3.7

TABLE 30.—*Position prior to previous position of deans of women, by location of position prior to previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of position prior to previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	9.0	17.8	7.7	5.3	9.3
Other institution	29.6	40.3	31.1	36.0	15.9
Secondary or elementary education	27.9	12.9	22.5	40.0	39.3
Business or industry	4.5	4.8	4.1	1.3	7.5
Government	2.1	4.8	2.2	2.7	---------
Not employed full time	---------	---------	---------	---------	---------
No position prior to previous one	23.2	17.8	27.5	9.4	27.1
Religious organization	1.1	1.6	1.3	1.3	---------
Nonprofit service organization	2.6	---------	3.6	4.0	.9

TABLE 31.—*Previous position of deans of women, by title of position and type of institution, in percents: Aggregate U.S., 1962–63*

Title of position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*466*	*62*	*222*	*75*	*107*
Percent	100.0	100.0	100.0	100.0	100.0
Chief student services officer	1.1	1.6	0.9	2.7	---------
Dean of women	9.9	17.8	9.0	13.3	4.7
Other student services administrator	15.5	25.8	17.1	17.4	4.7
Counselor or psychologist	11.8	14.5	8.1	20.0	12.2
College academic administrator	1.1	1.6	.9	1.3	.9
Other college administrator	1.3	1.6	1.8	1.3	---------
College faculty member	24.0	14.5	24.3	20.0	31.8
Secondary or elementary school administrator	3.2	1.6	1.8	4.0	6.5
Secondary of elementary school teacher	13.7	6.5	13.5	12.0	19.6
No previous position	7.5	4.8	8.6	4.0	9.3
Residual	10.9	9.7	14.0	4.0	10.3

TABLE 32.—*Duties of directors of counseling, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Duties	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
ALL INSTITUTIONS					
Total: *Number*	*355*	*57*	*160*	*40*	*98*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	18.6	36.8	15.6	12.5	15.3
Primary duty with other student services duties	2.8	1.8	1.3	2.5	6.2
Primary duty with other student services duties and teaching duties	4.8	3.5	1.3	5.0	11.2
Primary duty with administrative duties outside student services	9.3	3.5	10.6	10.0	10.2
Primary duty with administrative duties outside student services and teaching duties	11.5	1.8	11.3	5.0	20.4
Primary duty with teaching duties	53.0	52.6	59.9	65.0	36.7
PUBLIC					
Total: *Number*	*169*	*35*	*27*	*34*	*73*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	21.3	42.8	14.8	14.7	16.4
Primary duty with other student services duties	4.2	2.9	---------	2.9	6.9
Primary duty with other student services duties and teaching duties	5.9	---------	---------	2.9	12.3
Primary duty with administrative duties outside student services	7.1	2.9	3.7	8.8	9.6
Primary duty with administrative duties outside student services and eaching duties	14.2	2.9	11.1	6.0	24.7
Primary duty with teaching duties	47.3	48.5	70.4	64.7	30.1
PRIVATE					
Total: *Number*	*186*	*22*	*133*	*6*	*25*
Percent	100.0	100.0	100.0	100.0	100.0
Sole duty	16.1	27.3	15.8	---------	12.0
Primary duty with other student services duties	1.6	---------	1.5	---------	4.0
Primary duty with other student services duties and teaching duties	3.8	9.1	1.5	16.7	8.0
Primary duty with administrative duties outside student services	11.3	4.5	12.0	16.7	12.0
Primary duty with administrative duties outside student services and teaching duties	9.1	---------	11.3	---------	8.0
Primary duty with teaching duties	58.1	59.1	57.9	66.6	56.0

TABLE 33.—*Age and sex of directors of counseling, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Age	Men					Women				
	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*287*	*53*	*130*	*31*	*73*	*68*	*4*	*30*	*9*	*25*
Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS										
20–29	4.9	-------	5.4	-------	9.6	4.4	-------	-------	11.2	8.0
30–39	36.2	28.3	37.6	51.6	32.9	29.4	-------	30.0	33.3	32.0
40–49	35.2	41.5	33.1	41.9	31.5	33.8	25.0	30.0	33.3	40.0
50–59	17.4	20.8	16.9	6.5	20.5	22.1	75.0	30.0	22.2	4.0
60–69	5.9	9.4	6.2	-------	5.5	8.8	-------	10.0	-------	12.0
70 and over	.4	-------	.8	-------	-------	1.5	-------	-------	-------	4.0
PUBLIC										
20–29	3.5	-------	3.8	-------	7.1	8.0	-------	-------	20.0	5.9
30–39	32.6	33.3	19.2	48.3	30.4	28.0	-------	-------	40.0	29.4
40–49	37.5	27.3	46.2	44.8	35.7	40.0	-------	100.0	20.0	47.0
50–59	22.2	27.3	30.8	6.9	23.2	16.0	100.0	-------	20.0	5.9
60–69	4.2	12.1	-------	-------	3.6	4.0	-------	-------	-------	5.9
70 and over	-------	-------	-------	-------	-------	4.0	-------	-------	-------	5.9
PRIVATE										
20–29	6.3	-------	5.8	-------	17.6	2.4	-------	-------	-------	12.5
30–39	39.8	20.0	42.2	100.0	41.2	30.2	-------	31.0	25.0	37.5
40–49	32.9	65.0	29.8	-------	17.6	30.2	50.0	27.6	50.0	25.0
50–59	12.6	10.0	13.5	-------	11.8	25.6	50.0	31.0	25.0	-------
60–69	7.7	5.0	7.7	-------	11.8	11.6	-------	10.4	-------	25.0
70 and over	.7	-------	1.0	-------	-------	-------	-------	-------	-------	-------

TABLE 34.—*Degrees held by directors of counseling, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Degrees	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*160*	*40*	*98*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
Research doctorate	49.6	87.7	54.3	65.0	13.3
Master's	47.0	10.5	43.8	30.0	80.6
Bachelor's	3.1	1.8	1.9	2.5	6.1
Less than bachelor's	-------	-------	-------	-------	-------
Other	.3	-------	-------	2.5	-------
PUBLIC					
Research doctorate	47.9	85.7	70.4	67.6	12.3
Master's	49.7	14.3	29.6	29.4	83.6
Bachelor's	1.8	-------	-------	-------	4.1
Less than bachelor's	-------	-------	-------	-------	-------
Other	.6	-------	-------	3.0	-------
PRIVATE					
Research doctorate	51.1	91.0	51.1	50.0	16.0
Master's	44.6	4.5	46.6	33.3	72.0
Bachelor's	4.3	4.5	2.3	16.7	12.0
Less than bachelor's	-------	-------	-------	-------	-------
Other	-------	-------	-------	-------	-------

TABLE 35.—*Membership in professional organizations, directors of counseling, by type, in percents:*[1] *Aggregate U.S., 1962–63*

Organization	All institutions	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
None	30.4	14.0	28.8	20.0	46.9
American Association of Collegiate Registrars and Admissions Officers	6.2	1.7	7.5	10.0	5.1
American College Personnel Association	27.9	57.9	21.2	40.0	16.3
American Personnel and Guidance Association	49.0	63.2	49.4	55.0	37.8
American Psychological Association	37.5	73.7	39.4	37.5	13.3
Association of College Admission Counselors	3.9	3.5	5.6	5.0	1.0
National Association of Student Personnel Administrators	3.9	3.5	4.4	7.5	2.0
National Association of Women Deans and Counselors	4.8	1.7	3.1	5.0	9.2
Residual	11.5	12.3	15.6	15.0	3.1

[1] Percentages do not add to 100.0 because individuals may belong to more than one organization.

Table 36.—*Number of memberships held by directors of counseling in national personnel or related organizations, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Number of memberships	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*160*	*40*	*98*
Percent	100.0	100.0	100.0	100.0	100.0
None	30.4	14.0	28.8	20.0	46.9
1	28.2	19.3	28.1	35.0	30.6
2	20.3	17.6	25.0	17.5	15.3
3 and over	21.1	49.1	18.1	27.5	7.2

Table 37.—*Years of full-time experience in student service areas in present position of directors of counseling, by control and type of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*287*	*52*	*123*	*33*	*79*
Percent	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS					
0	18.1	11.5	19.5	18.2	20.3
1	19.5	13.5	20.3	21.2	21.5
2–4	25.4	17.3	24.4	39.3	26.6
5–9	20.9	23.1	20.3	15.2	22.8
10–14	9.4	15.4	9.8	6.1	6.3
15 and over	6.7	19.2	5.7	---------	2.5
PUBLIC					
0	17.4	12.5	18.2	11.1	22.2
1	15.3	12.5	18.2	22.2	12.7
2–4	29.9	15.6	31.8	44.4	30.2
5–9	20.8	18.8	18.2	18.5	23.8
10–14	9.0	18.8	4.5	3.8	7.9
15 and over	7.6	21.8	9.1	---------	3.2
PRIVATE					
0	18.9	10.0	19.8	49.9	12.5
1	23.7	15.0	20.8	16.7	56.3
2–4	21.0	20.0	22.7	16.7	12.5
5–9	21.0	30.0	20.8	---------	18.7
10–14	9.8	10.0	10.9	16.7	---------
15 and over	5.6	15.0	5.0	---------	---------

TABLE 38.—*Years of full-time experience in student service areas in present position of directors of counseling, by control and enrollment size of institution, in percents: Aggregate U.S., 1962–63*

Years of full-time experience	Total	Below 200	200–499	500–999	1,000–2,499	2,500–4,999	5,000–9,999	10,000–19,999	20,000 and over
Total: *Number*	*287*	*13*	*40*	*64*	*62*	*40*	*34*	*23*	*11*
Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ALL INSTITUTIONS									
0	18.1	23.1	27.5	20.2	19.4	15.0	6.0	17.4	9.1
1	19.5	38.4	22.5	18.8	19.4	15.0	17.6	17.4	18.1
2–4	25.4	23.1	15.0	31.2	27.3	32.5	29.4	13.0	9.1
5–9	20.9	7.7	25.0	18.8	17.7	30.0	17.6	30.4	9.1
10–14	9.4	7.7	10.0	6.3	9.7	2.5	17.6	8.8	27.3
15 and over	6.7	--------	--------	4.7	6.5	5.0	11.8	13.0	27.3
PUBLIC									
0	17.4	40.0	35.4	29.2	5.3	12.9	4.4	20.0	10.0
1	15.3	40.0	17.6	4.2	10.5	16.0	17.4	20.0	20.0
2–4	29.9	--------	17.6	41.6	52.5	32.3	30.4	13.3	10.0
5–9	20.8	--------	29.4	12.5	21.1	32.3	17.4	20.0	10.0
10–14	9.0	20.0	--------	8.3	5.3	--------	21.7	13.3	20.0
15 and over	7.6	--------	--------	4.2	5.3	6.5	8.7	13.4	30.0
PRIVATE									
0	18.9	12.5	21.7	15.0	25.5	22.2	9.1	12.5	--------
1	23.7	37.5	26.1	27.5	23.3	11.1	18.2	12.5	--------
2–4	21.0	37.5	13.1	25.0	16.3	33.4	27.2	12.5	--------
5–9	21.0	12.5	21.7	22.5	16.3	22.2	18.2	50.0	--------
10–14	9.8	--------	17.4	5.0	11.6	11.1	9.1	--------	100.0
15 and over	5.6	--------	--------	5.0	7.0	--------	18.2	12.5	--------

TABLE 39.—*Previous position of directors of counseling, by location of previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*160*	*40*	*98*
Percent	100.0	100.0	100.0	100.0	100.0
Higher education:					
Present institution	32.7	38.6	37.5	30.0	22.5
Other institution	29.0	35.1	27.5	35.0	25.5
Secondary or elementary education	20.0	5.3	15.0	22.5	35.7
Business or industry	2.5	3.5	3.2	2.5	1.0
Government	5.6	10.5	5.6	5.0	3.1
No previous position	7.1	5.3	5.6	5.0	11.2
Religious organization	2.2	--------	5.0	--------	--------
Nonprofit service organization	.8	1.7	.6	--------	1.0

TABLE 40.—*Position prior to previous position of directors of counseling, by location of position prior to previous position and type of institution, in percents: Aggregate U.S., 1962–63*

Location of position prior to previous position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*160*	*40*	*98*
Percent	100. 0	100. 0	100. 0	100. 0	100. 0
Higher education:					
Present institution	11. 8	21. 1	12. 5	5. 0	8. 2
Other institution	24. 8	36. 8	26. 3	30. 0	13. 3
Secondary or elementary education	27. 3	7. 0	24. 4	40. 0	38. 8
Business or industry	2. 3	3. 5	1. 2	2. 5	3. 0
Government	7. 3	12. 3	7. 5	7. 5	4. 1
Not employed full-time	. 9	----------	1. 2	2. 5	----------
No position prior to previous position	22. 8	17. 5	22. 5	12. 5	30. 6
Religious organization	2. 8	1. 8	4. 4	----------	2. 0
Nonprofit service organization	----------	----------	----------	----------	----------

TABLE 41.—*Previous position of directors of counseling, by title of position and type of institution, in percents: Aggregate U.S., 1962–63*

Title of position	Total	Universities	Liberal arts colleges	Teachers colleges	Junior colleges
Total: *Number*	*355*	*57*	*160*	*40*	*98*
Percent	100. 0	100. 0	100. 0	100. 0	100. 0
Chief student services officer	1. 4	1. 7	1. 9	2. 5	----------
Dean of men	. 8	----------	1. 2	----------	1. 0
Dean of women	. 3	----------	----------	----------	1. 0
Other student services administrator	7. 0	12. 3	6. 3	5. 0	6. 1
Counselor or psychologist	25. 1	47. 4	16. 9	22. 5	26. 5
College academic administrator	1. 4	1. 7	1. 2	----------	2. 1
Other college administrator	2. 0	----------	3. 1	----------	2. 0
College faculty member	27. 9	22. 8	31. 3	45. 0	18. 4
Secondary or elementary school administrator	4. 2	----------	3. 1	5. 0	8. 2
Secondary or elementary school teacher	8. 2	----------	6. 9	5. 0	16. 3
No previous position	7. 0	5. 3	5. 6	5. 0	11. 2
Residual	14. 7	8. 8	22. 5	10. 0	7. 2

TABLE 42.—*Administrative functions provided by all institutions, by control, in percents:*[1] *Aggregate U.S., 1962–63*

Function	All		Public		Private	
	Function provided		Function provided		Function provided	
	No	Yes	No	Yes	No	Yes
Recruitment	8.6	91.4	13.1	86.9	5.4	94.6
Admissions	.1	99.9	----------	100.0	.2	99.8
Academic records	.3	99.7	.3	99.7	.2	99.8
Nonacademic records	8.3	91.7	10.4	89.6	6.8	93.2
Counseling	.6	99.4	.7	99.3	.5	99.5
Testing	4.4	95.6	3.4	96.6	5.2	94.8
Financial aids and awards	4.1	95.9	2.0	98.0	5.6	94.4
Foreign student programs	30.3	69.7	33.3	66.7	28.2	71.8
Nursing services	16.6	83.4	24.6	75.4	11.0	89.0
Medical services	36.0	64.0	43.4	56.6	30.8	69.2
Residence hall	16.3	83.7	30.3	69.7	6.6	93.4
Married student housing	71.5	28.5	61.3	38.7	78.6	21.4
Job placement	12.3	87.7	7.7	92.3	15.5	84.5
Student union	40.2	59.8	31.3	68.7	46.5	53.5
Other extracurricular, social or cultural programs	3.6	96.4	2.4	97.6	4.5	95.5
Intercollegiate athletics	18.6	81.4	6.7	93.3	26.8	73.2
Intramural athletics	10.8	89.2	10.8	89.2	10.8	89.2
Food services	8.9	91.1	14.5	85.5	4.9	95.1
Religious affairs	19.6	80.4	38.7	61.3	6.3	93.7
Total number of institutions	*723*		*297*		*426*	

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[1] Percentages total 100 in each category.

TABLE 43.—*Administrative functions provided by institutions, by type, in percents:*[1] *Aggregate U.S., 1962–63*

Function	Universities		Liberal arts colleges		Teachers colleges		Junior colleges	
	Function provided		Function provided		Function provided		Function provided	
	No	Yes	No	Yes	No	Yes	No	Yes
Recruitment	8.2	91.8	6.1	93.9	3.3	96.7	15.0	85.0
Admissions	--------	100.0	--------	100.0	--------	100.0	.5	99.5
Academic records	--------	100.0	.3	99.7	--------	100.0	.5	99.5
Nonacademic records	4.1	95.9	6.4	93.6	5.4	94.6	14.1	85.9
Counseling	1.4	98.6	.6	99.4	1.1	98.9	--------	100.0
Testing	5.5	94.5	4.9	95.1	4.3	95.7	3.3	96.7
Financial aids and awards	--------	100.0	2.3	97.7	2.2	97.8	9.4	90.6
Foreign student programs	1.4	98.6	23.8	76.2	30.4	69.6	50.7	49.3
Nursing services	4.1	95.9	7.5	92.5	6.5	93.5	39.9	60.1
Medical services	--------	100.0	24.9	75.1	25.0	75.0	70.9	29.1
Residence hall	4.1	95.9	4.1	95.9	6.5	93.5	44.6	55.4
Married student housing	34.2	65.8	74.8	25.2	53.3	46.7	86.9	13.1
Job placement	1.4	98.6	8.4	91.6	7.6	92.4	24.4	75.6
Student union	17.8	82.2	42.3	57.7	23.9	76.1	51.6	48.4
Other extracurricular, social, or cultural problems	30.1	69.9	4.9	95.1	4.3	95.7	2.3	97.7
Intercollegiate athletics	4.1	95.9	22.6	77.4	13.0	87.0	19.2	80.8
Intramural athletics	1.4	98.6	8.4	91.6	7.6	92.4	19.2	80.8
Food services	2.8	97.2	3.2	96.8	5.4	94.6	21.6	78.4
Religious affairs	17.8	82.2	3.8	96.2	21.7	78.3	45.1	54.9
Total number of institutions	*73*		*345*		*92*		*213*	

[1] Percentages total 100 in each category.

TABLE 44.—*Administrative functions provided by institutions, by enrollment size, in percents:*[1] *Aggregate U.S., 1962–63*

Function	10,000 and above		2,500–9,999		500–2,499		Below 500	
	Function provided		Function provided		Function provided		Function provided	
	No	Yes	No	Yes	No	Yes	No	Yes
Recruitment	20.9	79.1	8.2	91.8	5.4	94.6	12.3	87.7
Admissions	--------	100.0	--------	100.0	--------	100.0	.6	99.4
Academic records	--------	100.0	--------	100.0	.3	99.7	.6	99.4
Nonacademic records	7.0	93.0	6.7	93.3	6.0	94.0	14.5	85.5
Counseling	--------	100.0	.7	99.3	.5	99.5	.6	99.4
Testing	2.3	97.7	3.0	97.0	4.1	95.9	6.7	93.3
Financial aids and awards	--------	100.0	.7	99.3	1.1	98.9	14.0	86.0
Foreign student programs	--------	100.0	14.2	85.8	28.3	71.7	53.6	46.4
Nursing services	7.0	93.0	5.2	94.8	15.3	84.7	30.2	69.8
Medical services	2.3	97.7	22.4	77.6	33.5	66.5	59.2	40.8
Residence hall	14.0	86.0	15.7	84.3	11.7	88.3	26.8	73.2
Married student housing	41.9	58.1	55.2	44.8	73.0	27.0	87.7	12.3
Job placement	--------	100.0	1.5	98.5	5.7	94.3	36.9	63.1
Student union	18.6	81.4	23.1	76.9	37.9	62.1	63.1	36.9
Other extracurricular, social or cultural programs	--------	100.0	3.0	97.0	3.8	96.2	4.5	95.5
Intercollegiate athletics	2.3	97.7	6.0	94.0	18.3	81.7	32.4	67.6
Intramural athletics	2.3	97.7	4.5	95.5	8.7	91.3	21.8	78.2
Food services	--------	100.0	7.5	92.5	5.7	94.3	18.4	81.6
Religious affairs	25.6	74.4	25.4	74.6	13.1	86.9	27.4	72.6
Total number of institutions	*43*		*134*		*367*		*179*	

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[1] Percentages total 100 in each category.

Table 45.—*Selected administrative functions and extent to which they are a part of student services administration, by control, in percents:*[1] *Aggregate U.S., 1962–63*

Function	All			Public			Private		
	Completely	Shared	Not at all	Completely	Shared	Not at all	Completely	Shared	Not at all
Recruitment	23.9	31.3	44.8	25.2	38.0	36.8	23.1	27.0	49.9
Admissions	29.5	27.4	43.1	35.0	24.9	40.1	[illegible]	20.2	45.2
Academic records	27.0	21.6	51.4	31.4	20.0	48.6	[illegible]	22.8	53.2
Nonacademic records	62.3	26.2	11.5	66.9	21.8	11.3	[illegible]	20.2	11.6
Counseling	55.2	39.6	5.2	62.4	34.9	2.7	50.2	43.0	6.8
Testing	58.7	25.5	15.8	70.4	18.5	11.1	50.5	30.4	19.1
Financial aids and awards	33.9	45.5	20.6	43.6	44.7	11.7	26.9	46.0	27.1
Foreign student programs	52.9	29.8	17.3	59.6	26.3	14.1	48.7	32.0	19.3
Nursing services	64.3	14.3	21.4	63.0	13.8	23.2	[illegible]	14.5	20.3
Medical services	59.2	16.6	24.2	61.3	12.5	26.2	58.0	18.9	23.1
Residence hall	64.3	25.9	9.8	53.1	32.4	14.5	70.1	22.6	7.3
Married student housing	39.3	35.5	25.2	42.6	33.9	23.5	35.2	37.3	27.5
Job placement	45.8	26.0	28.2	48.5	22.3	29.2	43.6	28.9	27.5
Student union	44.9	32.9	22.2	44.1	34.3	21.6	45.6	31.6	22.8
Other extracurricular, social, or cultural programs	53.7	37.3	9.0	53.5	39.3	7.2	53.8	35.9	10.3
Intercollegiate athletics	16.3	26.8	56.9	10.5	29.6	59.9	21.5	24.3	54.2
Intramural athletics	21.0	28.8	50.2	12.8	32.8	54.4	26.6	26.0	47.4
Food services	12.5	31.3	56.2	11.0	29.5	59.5	13.3	32.4	54.3
Religious affairs	33.6	37.0	29.4	37.4	38.4	24.2	31.8	36.4	31.8
Total number of institutions	*723*			*297*			*426*		

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[1] Percentages total 100 in each category.

TABLE 46.—*Selected administrative functions and extent to which they are a part of student services administration, by type, in percents:*[1] *Aggregate U.S., 1962–63*

Function	Universities			Liberal arts colleges			Teachers colleges			Junior colleges		
	Completely	Shared	Not at all	Completely	Shared	Not at all	Completely	Shared	Not at all	Completely	Shared	Not at all
Recruitment	20.9	25.4	53.7	22.8	28.4	48.8	24.7	39.3	36.0	26.5	34.8	38.7
Admissions	23.3	16.4	60.3	23.8	31.0	45.2	34.8	26.1	39.1	38.7	25.9	35.4
Academic records	21.9	16.4	61.7	23.3	24.7	52.0	25.0	17.4	57.6	35.8	20.3	43.9
Nonacademic records	58.6	17.1	24.3	61.9	29.4	8.7	67.8	29.9	2.3	61.8	22.4	15.8
Counseling	58.3	36.1	5.6	52.8	41.7	5.5	52.7	44.0	3.3	59.1	35.7	5.2
Testing	66.7	5.8	27.5	50.9	32.9	16.2	59.1	25.0	15.9	68.4	20.4	11.2
Financial aids and awards	49.3	31.5	19.2	27.3	50.7	22.0	40.0	45.6	14.4	36.8	41.4	21.8
Foreign student programs	62.5	18.1	19.4	51.3	33.1	15.6	45.3	32.8	21.9	55.3	27.6	17.1
Nursing services	55.7	11.4	32.9	69.9	14.1	16.0	70.9	14.0	15.1	50.8	16.4	32.8
Medical services	50.7	13.7	35.6	63.7	17.0	19.3	65.2	17.4	17.4	43.6	17.7	38.7
Residence hall	45.7	41.4	12.9	71.3	24.2	4.5	68.6	23.3	8.1	52.6	23.7	23.7
Married student housing	33.3	35.4	31.3	39.1	36.8	24.1	51.2	32.5	16.3	32.2	35.7	32.1
Job placement	45.8	9.8	44.4	48.4	28.2	23.4	37.6	22.4	40.0	44.7	31.1	24.2
Student union	53.3	21.7	25.0	46.7	33.2	20.1	42.9	35.7	21.4	37.9	36.9	25.2
Other extracurricular, social, or cultural programs	58.8	33.3	7.9	55.5	36.0	8.5	51.1	43.2	5.7	48.6	40.4	11.0
Intercollegiate athletics	12.9	14.2	72.9	21.3	22.9	55.8	5.0	18.7	76.3	15.1	41.9	43.0
Intramural athletics	12.5	23.6	63.9	26.6	25.9	47.5	9.4	24.8	65.8	19.8	38.4	41.8
Food services	5.6	22.6	71.8	13.5	34.1	52.4	6.9	34.5	58.6	16.2	27.5	56.3
Religious affairs	45.0	28.3	26.7	32.2	39.8	28.0	36.1	34.7	29.2	30.0	35.0	35.0
Total number of institutions	*73*			*345*			*92*			*213*		

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[1] Percentages total 100 in each category.

TABLE 47.—*Selected administrative functions and extent to which they are a part of student services administration, by enrollment size, in percents:*[1] *Aggregate U.S., 1962–63*

Function	10,000 and above			2,500–9,999			500–2,499			Below 500		
	Completely	Shared	Not at all	Completely	Shared	Not at all	Completely	Shared	Not at all	Completely	Shared	Not at all
Recruitment	26.5	29.4	44.1	26.0	28.5	45.5	22.5	34.6	42.9	24.8	26.8	48.4
Admissions	32.6	13.9	53.5	33.6	17.2	49.2	24.8	33.2	42.0	35.4	26.4	38.2
Academic records	32.6	9.3	58.1	29.1	15.7	55.2	23.2	25.7	51.1	32.0	20.8	47.2
Nonacademic records	70.0	12.5	17.5	68.8	17.6	13.6	60.9	30.1	9.0	58.2	28.1	13.7
Counseling	72.1	27.9	------	63.2	30.8	6.0	49.3	46.0	4.7	57.3	36.0	6.7
Testing	71.4	7.2	21.4	68.5	15.4	16.1	53.1	30.1	16.8	59.9	28.1	12.0
Financial aids and awards	53.5	32.5	14.0	46.6	39.9	13.5	27.5	51.5	21.0	32.5	39.6	27.9
Foreign student programs	65.1	20.9	14.0	63.5	20.9	15.6	47.5	37.3	15.2	49.4	22.9	27.7
Nursing services	57.5	10.0	32.5	70.1	13.4	16.5	66.9	15.1	18.0	54.4	14.4	31.2
Medical services	54.8	9.5	35.7	65.4	13.5	21.1	60.7	19.2	20.1	47.9	16.5	35.6
Residence hall	37.8	48.7	13.5	62.8	27.5	9.7	67.9	25.0	7.1	64.1	20.6	15.3
Married student housing	28.0	48.0	24.0	45.0	25.0	30.0	41.4	38.4	20.2	27.2	36.4	36.4
Job placement	48.8	11.6	39.6	51.5	15.9	32.6	45.4	28.9	25.7	38.9	34.5	26.6
Student union	48.6	22.8	28.6	52.4	28.2	19.4	43.4	36.4	20.2	36.4	33.3	30.3
Other extracurricular, social, or cultural programs	74.4	23.3	2.3	65.4	28.4	6.2	52.4	37.4	10.2	42.1	47.4	10.5
Intercollegiate athletics	21.4	11.9	66.7	15.1	21.4	63.5	16.0	28.0	56.0	16.5	34.7	48.8
Intramural athletics	19.0	26.2	54.8	15.6	24.2	60.2	20.6	29.5	49.9	27.1	32.2	40.7
Food services	9.3	16.3	74.4	8.9	31.4	59.7	13.0	35.8	51.2	15.1	24.6	60.3
Religious affairs	46.9	37.5	15.6	43.0	30.0	27.0	32.0	37.3	30.7	26.9	41.6	31.5
Total number of institutions	*43*			*134*			*387*			*179*		

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[1] Percentages total 100 in each category.

TABLE 48.—*Selected administrative functions and extent to which they are a part of student services administration, in junior colleges and 4-year institutions, in percents:*[1] *Aggregate U.S., 1962–63*

Function	Junior colleges					4-year institutions				
	No	Yes	Completely	Shared	Not at all	No	Yes	Completely	Shared	Not at all
Recruitment	15.0	85.0	26.5	34.8	38.7	5.9	94.1	22.9	30.0	47.1
Admissions	.5	99.5	38.7	25.9	35.4	------	100.0	25.7	28.0	46.3
Academic records	.5	99.5	35.8	20.3	43.9	.2	99.8	23.4	22.2	54.4
Nonacademic records	14.1	85.9	61.8	22.4	15.8	5.9	94.1	62.5	27.7	9.8
Counseling	------	100.0	59.1	35.7	5.2	.8	99.2	53.6	41.3	5.1
Testing	3.3	96.7	68.4	20.4	11.2	4.9	95.1	54.7	27.6	17.7
Financial aids and awards	9.4	90.6	36.8	41.4	21.8	2.0	98.0	32.8	47.0	20.2
Foreign student programs	50.7	49.3	55.3	27.6	17.1	21.8	78.2	52.4	30.3	17.3
Nursing services	39.9	60.1	50.8	16.4	32.8	6.9	93.1	68.0	13.7	18.3
Medical services	70.9	29.1	43.6	17.7	38.7	21.4	78.6	61.6	16.5	21.9
Residence hall	44.6	55.4	52.6	23.7	23.7	4.5	95.5	67.1	26.5	6.4
Married student housing	86.9	13.1	32.2	35.7	32.1	65.1	34.9	40.4	35.4	24.2
Job placement	24.4	75.6	44.7	31.1	24.2	7.3	92.7	46.1	24.3	29.6
Student union	51.6	48.4	37.9	36.9	25.2	35.5	64.5	47.1	31.6	21.3
Other extracurricular, social or cultural programs	2.3	97.7	48.6	40.4	11.0	4.1	95.9	55.8	36.0	8.2
Intercollegiate athletics	19.2	80.8	15.1	41.9	43.0	18.2	81.8	16.8	20.6	62.6
Intramural athletics	19.2	80.8	19.8	38.4	41.8	7.3	92.7	21.4	25.3	53.3
Food services	21.6	78.4	16.2	27.5	56.3	3.5	96.5	11.2	32.5	56.3
Religious affairs	45.1	54.9	30.0	35.0	35.0	9.0	91.0	34.5	37.5	28.0
Total number of institutions	*213*					*510*				

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[1] Percentages total 100 in each category.

Group B

TABLE 49.—*Number of institutions of higher education, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	No provision for policy development or change	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Duties of chief student services officer	723	85	----	1	96	----	15	189	23	8	----	2	----	----	----	----	----	----
Duties of dean of men	723	163	----	1	19	----	314	167	----	3	----	7	----	----	----	3	----	----
Duties of dean of women	723	118	1	----	1	----	----	90	441	----	----	11	----	----	----	----	----	----
Admissions	723	3	----	----	18	2	1	28	2	454	----	3	----	----	----	----	----	----
Athletics	723	46	1	----	1	1	2	8	3	----	571	----	----	----	----	----	----	----
Counseling	723	5	5	----	4	----	----	155	17	4	1	301	----	----	----	----	2	2
Food services	723	58	5	1	1	116	3	16	8	----	----	1	1	444	----	6	----	----
Health services	723	85	6	3	3	19	7	67	16	1	11	3	----	3	424	2	----	1
Housing	723	99	1	----	3	43	4	145	43	3	1	5	----	----	1	175	----	----
Financial aids	723	21	2	----	24	90	9	108	10	32	----	9	148	----	----	----	5	----
Auxiliary enterprises	723	195	53	4	11	244	9	35	3	----	----	1	1	4	----	2	----	----
Placement	723	80	7	2	13	5	5	85	6	4	----	29	3	----	1	2	331	----
Religious affairs	723	142	22	2	9	----	6	47	7	----	----	5	----	----	----	----	----	275
Remedial clinics	723	269	15	9	75	1	----	21	2	1	----	53	----	----	1	----	1	----
Student recruitment	733	53	8	2	4	----	1	54	3	309	2	10	1	----	----	----	8	----
Student union	723	278	4	5	4	40	20	52	11	2	----	1	----	9	----	4	----	----
Testing	723	31	2	----	14	1	3	102	12	23	2	159	----	----	----	----	5	----
Veteran affairs	723	157	4	2	13	47	13	69	1	31	----	9	4	----	----	----	2	----
Duties of registrar	723	4	----	----	17	3	1	18	3	44	----	4	----	----	----	----	----	----
Duties of foreign-student adviser	723	163	4	1	7	1	5	108	20	14	----	23	2	----	----	2	----	3

TABLE 49.—*Number of institutions of higher education, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Director of auxiliary enterprises	Faculty (as an individual)	Foreign-student adviser	Registrar	Administrative vice president	Secondary responsibility	Assistant chief student services officer	Student-faculty group	Administrator-faculty group	Business manager—chief student services officer	Administrator—student group	Group of faculty members	Group of student services administrators	Residual
1	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Duties of chief student services officer	----	----	----	----	----	----	2	----	8	13	----	2	----	----	2	----	2	259	16
Duties of dean of men	----	----	----	----	----	----	----	----	3	2	21	1	----	----	1	----	----	10	8
Duties of dean of women	----	----	----	----	----	----	3	----	3	1	23	17	----	1	----	----	----	8	5
Admissions	----	1	----	----	----	----	1	----	130	3	2	45	1	----	11	2	1	1	14
Athletics	----	----	1	----	----	----	42	----	----	1	1	8	4	3	2	10	----	1	17
Counseling	1	----	----	11	----	----	17	----	4	3	4	31	23	13	41	12	21	5	41
Food services	----	----	17	----	----	8	6	----	----	3	1	----	----	3	11	----	----	----	14
Health services	----	----	----	----	----	1	11	----	----	2	1	4	2	4	5	----	2	2	38
Housing	----	----	1	----	----	1	7	----	5	3	5	5	1	21	25	1	93	2	30
Financial aids	----	----	----	----	----	1	12	----	18	5	5	23	19	12	51	18	9	2	90
Auxiliary enterprises	----	----	2	----	----	77	8	----	----	9	3	----	1	----	8	1	3	1	48
Placement	----	1	----	1	----	2	32	----	16	----	4	15	14	11	15	10	4	1	24
Religious affairs	----	----	2	----	----	----	42	----	1	2	5	6	3	9	5	14	2	3	114
Remedial clinics	72	----	----	15	----	----	119	----	2	2	----	1	5	----	4	22	----	1	32
Student recruitment	----	71	1	----	----	2	11	----	43	7	4	26	4	4	25	4	----	1	65
Student union	----	----	217	----	----	5	8	----	----	1	2	----	1	1	13	----	3	2	40
Testing	----	----	----	193	----	1	34	----	28	1	5	43	7	11	20	8	2	2	14
Veteran affairs	----	----	----	2	82	1	10	1	162	4	4	38	1	26	16	1	2	3	18
Duties of registrar	----	----	----	----	----	----	3	----	573	1	2	37	1	1	2	----	----	1	8
Duties of foreign-student adviser	----	----	----	3	2	----	41	173	33	3	5	37	4	21	13	3	9	4	19

TABLE 50.—*Number of public institutions, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student union	Director of testing	Director of veteran affairs	Director of auxiliary enterprises	Faculty (as an individual)	Foreign-student adviser	Registrar	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Duties of chief student services officer	297	26	------	30	------	4	101	2	6	------	2	----	----	----	----	----	----	----	----	----	------	----	----	3	----	108	15
Duties of dean of men	297	33	------	12	------	156	64	------	2	------	6	----	----	----	----	----	----	----	----	----	------	----	----	2	----	1	21
Duties of dean of women	297	35	1	7	------	------	32	190	------	------	10	----	----	----	----	----	----	----	----	----	------	2	----	1	----	1	18
Admissions	297	------	------	28	1	1	20	------	150	------	3	----	----	----	----	----	----	----	----	----	------	1	----	75	1	------	17
Athletics	297	11	1	5	1	2	4	------	------	248	----	----	----	----	----	----	----	1	----	----	------	14	----	----	----	1	9
Counseling	297	3	1	5	------	3	62	2	3	1	152	----	----	----	----	1	----	----	8	----	------	5	----	2	8	1	40
Food services	297	41	1	1	38	3	4	2	------	------	1	----	165	----	4	----	----	14	----	----	5	2	----	----	----	------	16
Health services	297	61	1	4	5	1	16	2	1	7	2	----	2	168	----	----	----	----	----	----	1	5	----	----	1	------	20
Housing	297	72	------	4	9	9	37	10	1	------	4	----	----	----	83	----	----	1	----	----	------	3	----	4	39	------	21
Financial aids	297	4	1	16	16	13	64	7	3	------	8	61	----	----	----	----	1	----	----	----	1	9	----	9	6	1	77
Auxiliary enterprises	297	82	32	6	68	7	19	1	------	------	1	----	3	----	1	----	----	----	----	----	38	2	----	----	3	1	33
Placement	297	26	3	11	------	8	35	3	2	------	17	1	----	----	2	136	----	----	----	----	1	14	----	9	---	1	28
Religious affairs	297	119	11	4	------	8	28	3	------	------	3	----	----	----	----	----	41	2	----	----	------	19	----	----	2	2	55
Remedial clinics	297	98	7	30	1	------	10	------	1	------	26	----	----	1	----	1	----	----	3	----	------	47	----	2	----	------	70
Student recruitment	297	35	3	18	------	3	33	1	78	2	9	----	----	----	----	6	----	1	----	----	2	7	----	17	----	------	82
Student union	297	84	1	3	9	11	25	4	1	------	1	----	4	----	2	----	----	121	----	----	2	3	----	----	----	1	25
Testing	297	8	------	8	1	4	50	6	12	2	86	----	----	----	----	1	----	----	85	----	------	6	----	6	1	------	21
Veterans affairs	297	29	------	21	16	17	40	------	19	------	6	2	----	----	----	2	----	----	1	40	1	7	1	66	2	2	25
Duties of registrar	297	2	------	25	2	------	13	------	28	------	4	----	----	----	----	----	----	----	----	----	------	2	----	214	----	1	6
Duties of foreign-student adviser	297	81	1	8	------	9	52	2	6	------	9	----	----	----	1	----	1	----	1	1	------	18	72	8	5	2	20

TABLE 51.—*Number of private institutions, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as an individual)	Foreign-student adviser	Registrar	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Duties of chief student services officer	426	59	66	----	11	88	21	2	----	----	----	----	----	----	----	----	----	----	----	----	----	2	----	5	2	151	19
Duties of dean of men	426	130	7	----	158	103	----	1	----	1	----	----	----	3	----	----	----	----	----	----	----	----	----	1	----	9	13
Duties of dean of women	426	83	10	----	1	58	251	----	----	1	----	----	----	----	----	----	----	----	----	----	----	1	----	2	----	7	12
Admissions	426	3	35	1	----	8	2	304	----	----	----	----	----	----	----	----	----	1	----	----	----	----	----	55	----	1	16
Athletics	426	35	4	----	3	4	3	----	323	----	----	----	----	----	----	----	----	----	----	----	----	28	----	----	----	----	26
Counseling	426	2	29	----	10	93	15	1	----	149	----	----	----	----	1	2	1	----	----	3	----	12	----	2	13	4	89
Food services	426	17	----	78	3	12	6	----	----	----	1	279	----	2	----	----	----	----	3	----	----	4	----	----	----	----	21
Health services	426	24	3	14	10	51	14	----	4	1	----	1	256	2	----	1	----	----	----	----	----	6	----	----	1	2	36
Housing	426	27	4	34	16	108	33	2	1	1	----	----	1	92	----	----	----	----	----	----	----	4	----	1	54	2	46
Financial aids	426	17	30	74	8	44	3	29	----	1	87	----	----	----	4	----	----	----	----	----	----	3	----	9	3	1	113
Auxiliary enterprises	426	113	5	176	2	16	2	----	----	----	1	1	----	1	----	----	----	----	2	----	----	6	----	----	----	----	101
Placement	426	54	14	5	8	50	3	2	----	12	2	----	1	----	195	----	----	1	----	1	----	18	----	7	4	----	49

Religious affairs	426	23	11	----	6	19	4	----	----	2	----	----	----	----	----	234	----	----	----	----	----	23	----	1	----	1	102
Remedial clinics	426	171	45	----	----	11	2	----	----	27	----	----	----	----	----	----	44	----	----	12	----	72	----	----	----	1	41
Student recruitment	426	18	11	----	1	21	2	231	----	1	1	----	----	----	2	----	----	54	----	----	----	4	----	26	----	1	53
Student union	426	194	1	31	9	27	7	1	----	----	----	5	----	2	----	----	----	----	96	----	----	5	----	----	3	1	44
Testing	426	23	48	----	10	52	6	11	----	73	----	----	----	----	4	----	----	----	----	108	----	28	----	22	1	2	38
Veterans affairs	426	128	30	31	22	29	1	12	----	3	2	----	----	----	----	----	----	----	----	1	42	3	----	96	----	1	25
Duties of registrar	426	2	29	1	2	5	3	16	----	----	----	----	----	----	----	----	----	----	----	----	----	1	----	359	----	----	8
Duties of foreign-student adviser	426	82	36	1	17	56	18	8	----	14	2	----	----	1	----	2	----	----	----	2	1	23	101	25	4	2	31

TABLE 52.—*Number of universities, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify person responsible	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Director of auxiliary enterprises	Faculty (as an individual)	Foreign-student adviser	Registrar	Business manager—chief student services officer	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Duties of chief student services officer	73	2		3			28	1																				1	28	10
Duties of dean of men	73	4				53	8																				1		4	3
Duties of dean of women	73	8					1	60																					1	3
Admissions	73			1					62																	7	2	1		
Athletics	73	1								70										1									1	
Counseling	73		1	1		1	2				53					1					1			1			4	2	1	5
Food services	73	1	1		8		1						52		4					3			1				2			
Health services	73				1	1	1							70																
Housing	73	2			2	1	3								51												3	7		4

Financial aids	73	----	2	1	1	3	6	1	1	----	----	43	----	----	----	----	----	----	----	----	----	----	----	----	----	----	1	3	1	10
Auxiliary enterprises	73	6	8	----	28	1	2	----	----	----	----	----	----	----	1	----	----	----	----	1	----	----	21	1	----	----	----	----	1	3
Placement	73	1	----	1	----	----	2	----	----	----	----	----	----	----	----	64	----	----	----	----	----	----	----	1	----	----	1	----	1	2
Religious affairs	73	14	4	----	----	4	3	----	----	----	----	----	----	----	----	----	34	----	----	----	----	----	----	1	----	----	----	2	2	9
Remedial clinics	73	13	4	5	1	----	----	----	----	----	13	----	----	1	----	1	----	11	----	----	4	----	----	9	----	----	1	----	----	10
Student recruitment	73	5	2	2	----	2	3	----	38	1	----	----	----	----	----	1	----	----	9	----	----	----	----	1	----	1	2	----	----	6
Student union	73	11	----	----	2	----	4	----	----	----	----	----	----	----	----	----	----	----	----	50	----	----	----	----	----	----	----	1	1	4
Testing	73	4	----	1	----	1	2	----	1	----	25	----	----	----	----	1	----	----	----	----	34	----	----	----	----	----	3	1	----	----
Veterans affairs	73	8	----	1	6	3	6	----	2	----	1	----	----	----	----	2	----	----	----	----	----	30	----	----	1	8	2	----	2	1
Duties of registrar	73	----	----	----	----	----	----	----	1	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	69	----	----	1	2
Duties of foreign-student adviser	73	----	----	----	----	3	4	3	1	----	1	1	----	----	----	----	1	----	----	----	----	----	----	1	53	3	1	----	1	----

TABLE 53.—*Number of liberal arts colleges, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Director of auxiliary enterprises	Faculty (as an individual)	Foreign-student adviser	Registrar	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Duties of chief student services officer	345	44	43	----	10	65	19	1	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	3	1	144	15
Duties of dean of men	345	84	2	----	148	84	----	1	----	1	----	----	----	2	----	----	----	----	----	----	----	----	----	----	1	----	5	17
Duties of dean of women	345	52	3	----	1	47	218	----	----	1	----	----	----	----	----	----	----	----	----	----	----	----	1	----	1	----	6	15
Admissions	345	----	17	1	----	4	1	259	----	----	----	----	----	----	----	----	----	1	----	----	----	----	----	----	50	----	1	11
Athletics	345	20	----	----	2	2	2	----	279	----	----	----	----	----	----	----	----	----	----	----	----	----	19	----	----	----	----	21
Counseling	345	2	20	----	5	78	7	1	----	126	----	----	----	----	1	2	1	----	----	5	----	----	7	----	1	11	4	74
Food services	345	7	----	55	3	10	4	----	----	----	1	243	----	1	----	----	----	----	3	----	----	4	4	----	----	----	----	10
Health services	345	12	1	11	8	43	11	----	2	1	----	1	218	2	----	----	----	----	----	----	----	----	4	----	----	1	2	28
Housing	345	12	2	24	16	85	24	2	1	----	----	----	1	81	----	----	----	----	----	----	----	1	2	----	----	58	2	34
Financial aids	345	4	24	53	8	41	3	23	----	1	76	----	----	----	4	----	----	----	----	----	----	----	3	----	9	2	1	93
Auxiliary enterprises	345	86	3	142	2	11	1	----	----	----	1	2	----	----	----	----	----	----	1	----	----	40	3	----	----	----	----	53
Placement	345	21	8	2	7	43	2	2	----	12	2	----	1	1	178	----	----	1	----	1	----	1	17	----	7	3	----	36
Religious affairs	345	12	8	----	3	12	3	----	----	1	----	----	----	----	----	191	----	----	----	----	----	----	20	----	1	----	1	93
Remedial clinics	345	132	33	----	----	8	1	----	----	27	----	----	----	----	----	----	42	----	----	8	----	----	54	----	----	----	1	39
Student recruitment	345	16	4	----	----	17	1	192	----	1	1	----	----	----	3	----	----	39	----	----	----	----	3	----	21	----	1	46
Student union	345	141	1	24	9	21	7	1	----	----	----	5	----	2	----	----	----	----	96	----	----	2	3	----	----	2	1	30
Testing	345	18	25	----	7	43	6	9	----	62	----	----	----	----	4	----	----	----	----	100	----	1	22	----	16	1	2	29
Veterans affairs	345	86	18	23	19	24	1	15	----	6	2	----	----	----	----	----	----	----	----	2	34	----	4	----	88	1	1	21
Duties of registrar	345	1	8	1	----	1	----	17	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	312	----	----	5
Duties of foreign-student adviser	345	53	29	----	15	50	12	8	----	8	1	----	----	2	----	2	----	----	----	2	1	----	24	84	21	6	2	25

TABLE 54.—*Number of teachers colleges, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of auxiliary enterprises	Faculty (as an individual)	Foreign-student adviser	Registrar	Business manager—chief student services officer	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Duties of chief student services officer	92	10		6		2	23	2	2																			46	1
Duties of dean of men	92	12		1		45	25				2																		7
Duties of dean of women	92	4		3			9	67			2																		7
Admissions	92			6	1		2		56																20	2			5
Athletics	92	7	1		1		2			72													3						6
Counseling	92	1	1	3		1	25	3			34										1		2			4	4		13
Food services	92	5			16			1					52		1					7		2				3			5
Health services	92	4	1	1	2		5	3		1			1	61			1					1					1		10
Housing	92	6		1	2		18	7							25											6	19		8
Financial aids	92	2		1	2	5	20	1	1		2	23				1						1	3		1	9	2		18
Auxiliary enterprises	92	15	15	1	27	2	3	1			1		1									9	2			5	1		9
Placement	92	6		3		1	8	1			1					59						1	1		2	2			7
Religious affairs	92	20	3	1		3	12	3			1						12			2			5			2			28
Remedial clinics	92	27	2	11			1	1			6							12			1		23						8
Student recruitment	92	3		4			5		33							4			12			2	2		5	4			18
Student union	92	19			3	3	4	1	1		1		3		1					39		2	1			5			9
Testing	92	4		5	1	2	17	2	4		16										28		4		4	3			2
Veterans affairs	92	14		3	7	9	12		3			2											2		22	5			13
Duties of registrar	92			7	1		1		8																75				
Duties of foreign-student adviser	92	21		3		3	20	1			4										1		8	13	5	3	2		8

TABLE 55.—*Number of junior colleges, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of placement	Director of religious affairs	Director of student union	Director of testing	Faculty (as an individual)	Foreign-student adviser	Registrar	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Duties of chief student services officer	213	29	44	------	3	73	1	5	------	2	------	------	------	------	------	------	2	------	5	41	8
Duties of dean of men	213	63	16	------	68	50	------	2	------	4	------	------	------	------	------	------	------	------	2	1	7
Duties of dean of women	213	54	11	------	------	33	96	------	------	8	------	------	------	------	------	------	2	------	2	1	6
Admissions	213	3	39	------	1	22	1	77	------	3	------	------	------	------	------	------	1	------	53	------	13
Athletics	213	18	9	------	3	4	1	------	150	------	------	------	------	------	------	------	20	------	------	------	8
Counseling	213	2	10	------	6	50	7	3	1	88	------	------	------	------	------	4	7	------	3	------	32
Food services	213	45	1	37	3	5	3	------	------	1	97	------	------	------	4	------	2	------	------	------	15
Health services	213	69	5	5	2	18	2	1	8	2	1	75	------	------	------	------	7	------	------	------	18
Housing	213	79	5	15	8	39	12	1	------	5	------	------	------	------	1	------	5	------	5	------	38
Financial aids	213	15	20	34	5	41	5	7	------	6	------	------	------	------	------	------	6	------	8	------	66
Auxiliary enterprises	213	88	7	47	4	19	1	------	------	------	1	------	------	------	------	------	2	------	------	------	44
Placement	213	52	13	3	8	32	3	2	------	16	------	------	30	------	------	------	13	------	7	------	34
Religious affairs	213	96	6	------	4	20	1	------	------	3	------	------	------	38	------	------	16	------	------	------	29
Remedial clinics	213	97	26	------	------	12	------	1	------	7	------	------	------	------	------	2	33	------	2	------	33
Student recruitment	213	29	19	------	2	29	2	46	1	9	------	------	------	------	1	------	5	------	16	------	54
Student union	213	107	3	11	8	23	3	------	------	------	1	------	------	------	32	------	4	------	------	------	21
Testing	213	5	25	------	4	40	4	9	2	56	------	------	------	------	------	31	8	------	8	------	21
Veterans affairs	213	49	29	11	8	27	------	11	------	2	------	------	------	------	------	------	4	------	44	------	28
Duties of registrar	213	3	39	1	2	16	3	18	------	4	------	------	------	------	------	------	3	------	117	------	7
Duties of foreign-student adviser	213	89	12	1	5	34	4	5	------	10	------	------	------	------	------	------	8	23	4	1	17

TABLE 56.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student union	Director of testing	Director of veteran affairs	Director of auxiliary enterprises	Foreign-student adviser	Registrar	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Duties of chief student services officer	43	1			19	1	1														1	16	4
Duties of dean of men	43	4		32	1																	1	5
Duties of dean of women	43	4				35																	4
Admissions	43						38														2		3
Athletics	43	2			1			40															
Counseling	43				3				32								1						7
Food services	43	1	4	1							28		3			1			2				3
Health services	43				2			1				40											
Housing	43	6											31										6
Financial aids	43			2	3		1			26													11
Auxiliary enterprises	43	7	13	1	1														14				7
Placement	43	1			1		1		1					36									3
Religious affairs	43	12		3	1										15								12
Remedial clinics	43	9							7			1					1						25
Student recruitment	43	7			1		22							1									12
Student union	43	8	1	1	2											28							3
Testing	43	1			2		1		14								23						2
Veterans affairs	43	4	3	2	3		3		1					1				18		1	6		1
Duties of registrar	43						3														39		1
Duties of foreign-student adviser	43				3	2	1													36	1		

TABLE 57.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student union	Director of testing	Director of veteran affairs	Director of auxiliary enterprises	Faculty (as an individual)	Foreign-student adviser	Registrar	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Duties of chief student services officer	134	10		5		2	46		2																	1	61	7
Duties of dean of men	134	6				93	21				1																3	10
Duties of dean of women	134	11					8	108																				7
Admissions	134			4			1		102		1												1		20			5
Athletics	134	4	1			1	1			122									1									4
Counseling	134	1	1	2		1	15		1		86					1				3			2			4		17
Food services	134	7	1		12		2						96		2				7			3						4
Health services	134	6	1		1	2	4	3	1	1			1	108									1			1		4
Housing	134	14			2	7	11	5							59				1				1			23		11
Financial aids	134		1	1	3	10	21	3				54				2						1	3		1	4		30
Auxiliary enterprises	134	17	16	2	43	2	6	1					1		1				1			23	2			3		16
Placement	134	4				3	4		1		1	1			2	106						1	5					6
Religious affairs	134	35	7			1	11	2									43		2				3			1	1	28
Remedial clinics	134	28	4	13			2		1		19					1		23		5			23					15
Student recruitment	134	13	1	2		2	11		61	1	3					2						2	2		1			33
Student union	134	26			1	6	9	1					2		1				70			1	2			1		14
Testing	134	7		1		1	12		6		37					1				59								10
Veterans affairs	134	10	1	3	5	10	14		10		3	2				1				1	36		3		23	1	1	10
Duties of registrar	134			3					17														1		112			1
Duties of foreign-student adviser	134	12	1	1		8	20	2	4		1		1				1			1	1		9	55	3	3		11

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TABLE 58.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Faculty (as an individual)	Foreign-student adviser	Registrar	Business manager—chief student services officer	Group of faculty members	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Duties of chief student services officer	367	49	41	------	11	81	15	1	------	1	------	------	------	------	------	------	------	------	------	------	------	5	2	1	144	16
Duties of dean of men	367	82	7	------	151	100	------	2	------	3	------	------	------	2	------	------	------	------	------	------	------	1	------	------	3	16
Duties of dean of women	367	55	4	------	------	50	230	------	------	3	------	------	------	------	------	------	------	------	------	3	------	------	------	------	6	16
Admissions	367	------	26	2	------	14	1	240	------	1	------	------	------	------	------	------	1	------	------	------	------	69	8	------	------	5
Athletics	367	17	2	1	2	2	1	------	303	------	------	------	------	------	------	------	------	------	------	21	------	------	------	------	------	18
Counseling	367	2	16	------	6	93	8	1	------	133	------	------	------	------	1	1	------	------	4	8	------	2	26	13	2	51
Food services	367	20	------	63	5	10	6	------	------	------	1	232	------	------	------	------	------	8	------	5	------	------	6	------	------	11
Health services	367	39	4	10	5	42	8	------	4	2	------	1	209	2	------	------	------	------	------	7	------	------	3	------	1	30
Housing	367	36	4	17	12	89	26	1	------	2	------	------	1	70	------	------	------	------	------	1	------	5	14	62	1	26
Financial aids	367	2	21	54	7	56	6	22	------	3	62	------	------	------	2	------	------	------	------	7	------	14	37	4	1	69
Auxiliary enterprises	367	104	6	136	5	19	1	------	------	------	1	2	------	------	------	------	------	------	------	2	------	------	3	------	------	88
Placement	367	15	14	2	9	56	5	1	------	19	2	------	1	------	166	------	1	------	1	15	------	12	7	3	------	38
Religious affairs	367	49	8	------	6	23	3	------	------	2	------	------	------	------	------	164	------	------	------	22	------	1	3	------	------	86
Remedial clinics	367	153	39	------	------	11	1	------	------	22	------	------	------	------	------	------	------	------	8	55	------	2	3	------	1	72
Student recruitment	367	14	7	------	2	29	2	170	------	4	1	------	------	------	4	------	42	1	------	6	------	28	13	------	1	43
Student union	367	135	3	29	12	29	10	2	------	------	------	7	------	2	------	------	------	95	------	3	------	------	9	1	------	30
Testing	367	15	23	1	9	55	9	9	------	79	------	------	------	------	4	------	------	------	90	26	------	14	10	1	2	20
Veterans affairs	367	76	28	30	24	36	1	14	------	4	2	------	------	------	------	------	------	------	1	5	------	95	10	1	1	39
Duties of registrar	367	3	19	2	2	9	1	16	------	2	------	------	------	------	------	------	------	------	------	1	------	305	2	------	------	5
Duties of foreign-student adviser	367	73	27	------	16	58	11	7	------	15	1	------	------	2	------	2	------	------	2	25	72	21	6	5	3	21

TABLE 59.—*Number of institutions of higher education with enrollments below 500, by titles of officers or groups with immediate responsibility for specified activities: Aggregate U.S.. 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of placement	Director of religious affairs	Director of student union	Director of testing	Faculty (as an individual)	Registrar	Group of student services administrators	Residual
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Duties of chief student services officer	179	25	49	------	2	43	7	4	------	1	------	------	------	------	------	------	2	2	38	6
Duties of dean of men	179	71	12	------	38	45	------	1	------	3	------	------	------	------	------	------	------	2	3	4
Duties of dean of women	179	48	13	------	1	32	68	------	------	8	------	------	------	------	------	------	------	3	2	4
Admissions	179	3	33	------	1	13	1	74	------	1	------	------	------	------	------	------	------	39	1	13
Athletics	179	23	7	------	2	4	2	------	106	------	------	------	------	------	------	------	21	------	1	13
Counseling	179	2	16	------	6	44	9	2	1	50	------	------	------	1	------	3	6	2	3	34
Food services	179	30	1	37	------	4	2	------	------	1	88	------	------	------	1	------	1	------	------	14
Health services	179	40	3	8	4	19	5	------	5	1	1	67	------	1	------	------	3	------	1	21
Housing	179	43	4	24	6	45	12	2	1	3	------	------	------	------	------	------	5	------	1	33
Financial aids	179	19	22	33	2	28	1	9	------	6	------	------	1	------	------	------	2	3	1	52
Auxiliary enterprises	179	67	3	52	1	9	1	------	------	1	1	------	------	------	1	------	3	------	1	39
Placement	179	60	10	3	4	24	1	1	------	8	------	------	23	------	------	------	12	4	1	28
Religious affairs	179	46	7	------	4	12	2	------	------	3	------	------	------	53	------	------	15	------	2	35
Remedial clinics	179	79	22	1	------	8	1	------	------	5	------	------	------	------	------	1	35	------	------	27
Student recruitment	179	19	19	------	------	13	1	56	1	3	------	------	1	------	------	------	2	14	------	50
Student union	179	109	1	9	1	12	------	------	------	1	------	------	------	------	24	------	3	------	2	17
Testing	179	8	32	------	4	33	3	7	2	29	------	------	------	------	------	21	8	14	------	18
Veterans affairs	179	67	20	9	3	16	------	4	------	1	------	------	------	------	------	------	2	38	1	18
Duties of registrar	179	1	32	1	------	9	2	8	------	2	------	------	------	------	------	------	1	117	1	5
Duties of foreign-student adviser	179	78	16	1	2	27	5	2	------	7	------	------	------	------	------	------	7	8	1	25

TABLE 60.—*Number of institutions of higher education, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Chief student services officer	President (or chief administrator)	President's administrative council	Registrar	Administrative vice president	Business manager—chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11	12
Duties of chief student services officer	723	85	61	------	2	521	8	1	27	3	15
Duties of dean of men	723	163	76	------	208	241	3	1	11	4	16
Duties of dean of women	723	118	58	------	291	214	5	------	7	2	28
Admissions	723	2	177	------	85	348	14	19	25	12	41
Athletics	723	46	113	5	98	359	12	2	18	12	58
Counseling	723	6	155	1	194	285	6	4	12	18	42
Food services	723	57	12	270	44	233	6	1	17	19	64
Health services	723	86	45	30	225	237	11	------	21	11	57
Housing	723	98	38	51	140	280	8	1	17	28	62
Financial aids	723	21	43	36	123	391	13	2	15	18	61
Auxiliary enterprises	723	195	15	63	16	351	7	------	12	5	59
Placement	723	80	110	10	143	281	5	4	20	9	61
Religious affairs	723	144	39	1	138	306	8	1	11	10	65
Remedial clinics	723	269	173	------	51	148	5	------	6	13	58
Student recruitment	723	55	119	3	71	333	15	12	28	20	67
Student union	723	278	17	49	118	159	3	1	13	18	67
Testing	723	31	198	1	166	228	7	2	14	15	61
Veterans affairs	723	156	106	25	84	264	9	11	19	4	45
Duties of registrar	723	4	253	2	71	305	10	1	23	11	43
Duties of foreign-student adviser	723	163	92	------	155	221	7	3	9	9	64

TABLE 61.—*Number of public institutions, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	President (or chief administrator)	Residual
1	2	3	4	5	6	7	8
Duties of chief student services officer	297	26	27	----------	----------	221	23
Duties of dean of men	297	33	29	----------	114	101	20
Duties of dean of women	297	35	23	----------	147	69	23
Admissions	297	----------	61	----------	47	141	48
Athletics	297	11	39	3	36	166	42
Counseling	297	3	62	1	98	102	31
Food services	297	40	9	93	21	83	51
Health services	297	61	11	11	99	79	36
Housing	297	71	15	20	70	78	43
Financial aids	297	4	18	14	77	141	43
Auxiliary enterprises	297	82	9	32	11	120	43
Placement	297	26	51	3	72	113	32
Religious affairs	297	120	10	----------	64	73	30
Remedial clinics	297	98	69	----------	27	65	38
Student recruitment	297	36	37	1	33	141	49
Student union	297	84	9	23	65	68	48
Testing	297	8	75	----------	78	95	41
Veterans affairs	297	28	34	10	53	128	44
Duties of registrar	297	2	75	1	44	130	45
Duties of foreign-student adviser	297	81	23	----------	71	81	41

TABLE 62.—*Number of private institutions, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	President (or chief administrator)	Residual
1	2	3	4	5	6	7	8
Duties of chief student services officer	426	59	34	----------	2	300	31
Duties of dean of men	426	130	47	----------	94	140	15
Duties of dean of women	426	83	35	----------	144	145	19
Admissions	426	2	116	----------	38	207	63
Athletics	426	35	74	2	62	193	60
Counseling	426	3	93	----------	96	183	51
Food services	426	17	3	177	23	150	56
Health services	426	25	34	19	126	158	64
Housing	426	27	23	31	70	202	73
Financial aids	426	17	25	22	46	250	66
Auxiliary enterprises	426	113	6	31	5	231	40
Placement	426	54	59	7	71	168	67
Religious affairs	426	24	29	1	74	233	65
Remedial clinics	426	171	104	----------	24	83	44
Student recruitment	426	19	82	2	38	192	93
Student union	426	194	8	26	53	91	54
Testing	426	23	123	1	88	133	58
Veterans affairs	426	128	72	15	31	136	44
Duties of registrar	426	2	178	1	27	175	43
Duties of foreign-student adviser	426	82	69	----------	84	140	51

TABLE 63.—*Number of universities, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	President (or chief administrator)	Registrar	Administrative vice president	Business manager, chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11
Duties of chief student services officer	73	2	7	------	------	48	------	12	------	4
Duties of dean of men	73	4	6	------	45	11	------	2	------	5
Duties of dean of women	73	8	3	------	50	4	------	1	------	7
Admissions	73	------	19	------	15	22	5	11	------	1
Athletics	73	1	8	3	10	39	1	7	------	4
Counseling	73	------	12	------	38	12	------	3	1	7
Food services	73	1	------	41	5	6	------	4	3	13
Health services	73	------	5	5	33	16	------	10	1	3
Housing	73	2	------	20	19	6	------	4	6	16
Financial aids	73	------	3	5	34	12	------	3	4	12
Auxiliary enterprises	73	6	------	23	2	29	------	4	1	8
Placement	73	1	11	3	32	9	------	6	2	9
Religious affairs	73	14	3	1	28	13	------	4	------	10
Remedial clinics	73	13	23	------	13	5	------	1	3	15
Student recruitment	73	5	10	------	16	20	2	8	3	9
Student union	73	11	1	5	19	9	------	5	6	17
Testing	73	4	12	------	30	8	------	4	1	14
Veterans affairs	73	8	4	8	16	13	6	5	1	12
Duties of registrar	73	------	19	2	15	19	------	10	------	8
Duties of foreign-student adviser	73	------	7	------	39	10	------	4	3	10

TABLE 64.—*Number of liberal arts colleges, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice-president for business, or treasurer	Chief student services officer	President (or chief administrator)	President's administrative council	Registrar	Administrative vice president	Business manager—chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11	12
Duties of chief student services officer	345	44	29	------	2	247	2	1	13	2	5
Duties of dean of men	345	84	41	------	91	111	2	1	6	3	6
Duties of dean of women	345	52	31	------	139	105	1	------	5	1	11
Admissions	345	------	106	------	31	155	3	8	10	7	25
Athletics	345	20	64	2	47	159	4	1	8	6	34
Counseling	345	3	85	------	78	140	1	3	6	11	18
Food services	345	7	3	168	22	100	2	------	10	9	24
Health services	345	12	24	21	115	116	5	------	7	7	38
Housing	345	12	20	24	70	159	3	1	11	16	29
Financial aids	345	4	20	20	45	203	4	2	10	9	28
Auxiliary enterprises	345	86	6	30	6	182	5	------	6	3	21
Placement	345	21	58	5	67	139	1	4	11	5	34
Religious affairs	345	13	26	------	73	181	5	1	6	9	31
Remedial clinics	345	132	92	------	22	63	------	------	4	5	27
Student recruitment	345	17	73	2	29	148	3	8	13	11	41
Student union	345	141	6	24	56	74	2	------	6	5	31
Testing	345	18	114	1	73	90	2	2	7	9	29
Veterans affairs	345	86	70	11	34	105	7	4	8	1	19
Duties of registrar	345	1	159	------	19	131	3	1	9	6	16
Duties of foreign-student adviser	345	53	60	------	76	114	4	1	3	4	30

TABLE 65.—*Number of teachers colleges, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function 1	Total 2	Function not performed 3	Academic dean or academic vice president 4	Business manager, vice-president for business, or treasurer 5	Chief student services officer 6	President (or chief administrator) 7	President's administrative council 8	Administrative vice president 9	Business manager—chief student services officer 10	Residual 11
Duties of chief student services officer	92	10	5	------	------	73	2	1	1	------
Duties of dean of men	92	12	7	------	34	35	1	------	1	2
Duties of dean of women	92	4	3	------	51	30	1	------	1	2
Admissions	92	------	15	------	16	47	4	1	5	4
Athletics	92	7	8	------	6	53	1	------	5	12
Counseling	92	1	15	------	29	35	1	1	5	5
Food services	92	5	1	27	5	35	1	2	4	12
Health services	92	4	3	2	38	34	1	2	2	6
Housing	92	6	3	5	26	35	2	1	6	8
Financial aids	92	2	3	7	21	43	3	1	5	7
Auxiliary enterprises	92	15	------	9	4	48	1	2	------	13
Placement	92	6	11	1	11	50	2	1	2	8
Religious affairs	92	20	3	------	19	36	1	1	1	11
Remedial clinics	92	27	20	------	8	26	------	------	5	6
Student recruitment	92	3	11	------	10	47	4	6	5	6
Student union	92	19	1	10	23	24	1	------	4	10
Testing	92	4	23	------	29	27	2	1	3	3
Veterans affairs	92	13	9	5	14	43	------	2	2	4
Duties of registrar	92	------	27	------	10	40	2	2	4	7
Duties of foreign-student adviser	92	21	10	------	18	31	1	1	2	8

TABLE 66.—*Number of junior colleges, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	President (or chief administrator)	President's administrative council	Administrative vice president	Residual
1	2	3	4	5	6	7	8	9	10
Duties of chief student services officer	213	29	20	------	------	153	4	1	6
Duties of dean of men	213	63	22	------	38	84	------	3	3
Duties of dean of women	213	54	21	------	51	75	3	1	8
Admissions	213	2	37	------	23	124	7	3	17
Athletics	213	18	33	------	35	108	6	3	10
Counseling	213	2	43	1	49	98	4	2	14
Food services	213	44	8	34	12	92	3	1	19
Health services	213	70	13	2	39	71	5	2	11
Housing	213	78	15	2	25	80	3	1	9
Financial aids	213	15	17	4	23	133	6	1	14
Auxiliary enterprises	213	88	9	1	4	92	1	------	18
Placement	213	52	30	1	33	83	2	2	10
Religious affairs	213	97	7	------	18	76	2	------	13
Remedial clinics	213	97	38	------	8	54	5	1	10
Student recruitment	213	30	25	1	16	118	5	1	17
Student union	213	107	9	10	20	52	------	2	13
Testing	213	5	49	------	34	103	3	2	17
Veterans affairs	213	49	23	1	20	103	2	4	11
Duties of registrar	213	3	48	------	27	115	5	2	13
Duties of foreign-student adviser	213	89	15	------	22	66	2	1	18

TABLE 67.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager—vice president for business, or treasurer	Chief student services officer	President or chief administrator	Registrar	Administrative vice president	Business manager, chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11
Duties of chief student services officer	43	1	6	------	------	25	------	10	------	1
Duties of dean of men	43	4	5	------	28	3	------	------	------	3
Duties of dean of women	43	4	3	------	31	1	------	------	------	4
Admissions	43	------	10	------	9	7	4	10	------	3
Athletics	43	2	5	2	6	23	------	4	------	1
Counseling	43	------	6	------	25	4	------	3	------	5
Food services	43	1	------	25	4	2	------	3	2	6
Health services	43	------	2	4	20	5	------	8	1	3
Housing	43	6	------	13	11	------	------	2	3	8
Financial aids	43	------	1	3	25	3	------	2	2	7
Auxiliary enterprises	43	7	------	14	2	14	------	1	1	4
Placement	43	1	9	1	18	4	------	5	1	4
Religious affairs	43	12	1	------	18	4	------	3	------	5
Remedial clinics	43	9	15	------	10	------	------	3	2	4
Student recruitment	43	7	6	------	7	6	1	6	2	8
Student union	43	8	1	5	11	4	------	3	4	7
Testing	43	1	9	------	16	3	------	3	------	11
Veterans affairs	43	4	3	6	8	7	2	4	1	8
Duties of registrar	43	------	10	2	9	5	------	10	------	7
Duties of foreign-student adviser	43	------	4	------	25	2	------	4	1	7

TABLE 68.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	President, or chief administrator	President's administrative council	Registrar	Administrative vice president	Business manager, chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11	12
Duties of chief student services officer	134	10	6	------	------	102	1	------	8	2	5
Duties of dean of men	134	6	10	------	81	29	------	------	2	2	4
Duties of dean of women	134	11	7	------	88	20	------	------	1	1	6
Admissions	134	------	30	------	35	51	1	5	4	2	6
Athletics	134	4	14	2	27	64	2	1	5	4	11
Counseling	134	1	23	------	64	33	------	------	2	6	5
Food services	134	6	1	62	14	22	------	------	6	4	19
Health services	134	6	3	5	72	30	1	------	7	2	8
Housing	134	14	3	14	51	21	1	------	4	7	19
Financial aids	134	------	5	10	52	40	1	1	4	6	15
Auxiliary enterprises	134	17	1	24	6	62	2	------	6	------	16
Placement	134	4	16	5	54	33	1	------	8	2	11
Religious affairs	134	35	7	1	39	33	------	------	3	1	15
Remedial clinics	134	28	43	------	14	21	------	------	------	7	21
Student recruitment	134	13	18	------	29	51	2	3	8	5	5
Student union	134	26	2	12	42	19	------	------	3	7	23
Testing	134	7	26	------	52	25	1	------	4	6	13
Veterans affairs	134	9	14	9	38	37	2	5	8	1	11
Duties of registrar	134	------	41	------	30	41	1	------	5	2	14
Duties of foreign student adviser	134	12	9	------	58	29	------	2	2	3	19

TABLE 69.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	President or chief administrator	President's administrative council	Administrative vice president	Business manager, chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11
Duties of chief student services officer	367	49	35	------	2	263	5	8	1	4
Duties of dean of men	367	82	41	------	80	147	3	8	1	5
Duties of dean of women	367	55	29	------	141	124	3	4	------	11
Admissions	367	------	100	------	30	183	9	9	9	27
Athletics	367	17	59	1	45	186	8	9	6	36
Counseling	367	3	91	1	73	159	2	5	12	21
Food services	367	20	9	142	18	124	2	7	12	33
Health services	367	40	26	15	104	131	5	5	7	34
Housing	367	36	24	18	62	170	3	11	17	26
Financial aids	367	2	28	16	40	235	5	8	8	25
Auxiliary enterprises	367	104	10	22	4	189	4	5	3	26
Placement	367	15	58	3	59	185	2	7	5	33
Religious affairs	367	51	21	------	64	184	4	3	7	33
Remedial clinics	367	153	87	------	19	81	1	2	4	20
Student recruitment	367	15	70	2	27	182	6	12	12	41
Student union	367	135	9	21	55	102	3	7	6	29
Testing	367	15	120	1	70	120	4	5	8	24
Veterans affairs	367	76	70	8	29	154	5	7	1	17
Duties of registrar	367	3	147	------	21	163	6	7	8	12
Duties of foreign-student adviser	367	73	62	------	60	135	6	3	3	25

TABLE 70.—*Number of institutions of higher education with enrollments below 500, by titles of officers or groups to whom those with immediate responsibility for specified activities report: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice-president for business, or treasurer	Chief student services officer	President or chief administrator	President's administrative council	Administrative vice president	Business manager, chief student services officer	Residual
1	2	3	4	5	6	7	8	9	10	11
Duties of chief student services officer	179	25	14	------	------	131	2	1	------	6
Duties of dean of men	179	71	20	------	19	62	------	1	1	5
Duties of dean of women	179	48	19	------	31	69	2	2	1	7
Admissions	179	2	37	------	11	107	4	2	1	15
Athletics	179	23	35	------	20	86	2	------	2	11
Counseling	179	2	35	------	32	89	4	2	------	15
Food services	179	30	2	41	8	85	4	1	1	7
Health services	179	40	14	6	29	71	4	1	1	13
Housing	179	42	11	6	16	89	4	------	1	10
Financial aids	179	19	9	7	6	113	6	1	2	16
Auxiliary enterprises	179	67	4	3	4	86	1	------	1	13
Placement	179	60	27	1	12	59	2	------	1	17
Religious Affairs	179	46	10	------	17	85	4	2	2	13
Remedial clinics	179	79	28	------	8	46	4	1	------	13
Student recruitment	179	20	25	1	8	94	5	2	1	23
Student union	179	109	5	11	10	34	------	------	1	9
Testing	179	8	43	------	28	80	2	2	1	15
Veterans affairs	179	67	19	2	9	66	2	------	1	13
Duties of registrar	179	1	55	------	11	96	3	1	1	11
Duties of foreign-student adviser	179	78	17	------	12	55	1	------	2	14

Group C

TABLE 71.—*Number of institutions of higher education, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	No provision for policy development or change	Academic dean or academic vice president	Board of trustees	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief institutional development officer	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	723	1	1	------	87	23	------	1	2	18	1	102	----
Academic advisory program	723	20	13	5	250	2	------	3	------	51	4	2	----
Campus security	723	77	16	10	13	11	239	13	6	41	3	1	----
Concert and lecture services	723	60	18	3	58	2	1	8	4	50	5	----	----
Counseling services	723	5	9	4	74	3	------	12	------	194	14	4	----
Discipline	723	5	1	------	55	3	------	21	------	155	16	----	----
Academic and department clubs	723	47	15	4	90	2	1	6	------	103	9	1	----
Convocations	723	80	7	1	87	4	1	5	3	40	3	1	----
Fraternities and sororities	723	366	1	4	8	6	------	7	------	104	4	----	----
Intercollegiate athletics	723	138	4	2	16	9	1	2	------	30	------	----	184
Intramural athletics	723	71	5	3	14	3	1	11	------	46	3	----	237
Student government groups	723	36	2	------	27	3	------	27	------	161	22	1	4
Student publications	723	36	8	2	33	5	1	7	10	80	------	----	----
Other extracurricular activities	723	163	50	1	9	2	------	17	------	144	13	1	----
Financial aid, loans, scholarships, etc	723	21	2	1	40	17	59	11	2	86	2	13	----
Foreign student counseling	723	151	7	10	63	2	1	13	------	155	10	5	----
Freshman orientation	723	14	2	------	96	1	1	14	1	164	18	15	----
Food services	723	58	4	3	6	16	227	4	1	34	7	----	----
Health services	723	89	4	3	21	14	24	8	1	162	15	----	5
Housing program	723	102	1	3	15	18	45	21	1	152	28	3	----
Job placement	723	80	8	11	34	3	14	14	6	143	2	5	----
Religious activities	723	140	14	5	15	10	------	5	1	87	5	----	----
Remedial clinics (speech, reading, etc.)	723	264	15	8	131	4	------	1	------	27	3	3	----
Registration and records	723	------	------	------	159	2	1	2	------	35	1	44	----
Student activity calendar	723	19	5	1	40	1	1	25	3	200	56	2	----
Student recruitment	723	51	7	5	54	8	1	2	19	67	------	133	----
Testing program	723	35	4	1	109	4	1	6	------	131	6	14	----
Union building—operations and program	723	289	5	4	3	7	51	13	------	74	7	----	----
Veterans affairs	723	155	8	10	76	5	46	26	------	79	------	23	----

Table 71.—*Number of institutions of higher education, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of counseling	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council	Registrar
1	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Admissions	---	---	---	---	---	---	---	---	140	3	---	33	88	38
Academic advisory program	14	---	---	---	---	---	---	---	144	4	---	22	61	2
Campus security	---	---	---	1	---	---	1	---	10	---	---	83	96	1
Concert and lecture services	2	---	1	---	1	1	7	---	74	37	---	57	55	---
Counseling services	94	---	---	---	2	2	---	8	48	3	---	29	51	3
Discipline	1	---	---	---	---	---	---	---	5[illegible]	4	---	64	79	2
Academic and department clubs	1	1	---	---	---	---	3	---	1[illegible]5	67	---	17	37	1
Convocations	1	---	---	---	---	16	1	---	38	28	---	125	66	4
Fraternities and sororities	---	---	---	---	---	---	1	---	36	6	1	7	33	---
Intercollegiate athletics	1	---	---	---	---	---	1	---	74	19	---	41	53	---
Intramural athletics	---	---	1	---	---	---	2	---	66	48	---	23	34	---
Student government groups	1	---	---	---	---	---	4	---	58	14	---	25	58	1
Student publications	1	---	---	---	1	---	2	---	66	93	---	25	58	---
Other extracurricular activities	1	---	---	---	---	---	6	---	55	27	---	14	39	---
Financial aid, loans, scholarships, etc	1	---	---	---	---	---	---	---	41	6	---	54	77	4
Foreign student counseling	21	---	---	1	---	1	---	---	33	19	53	19	38	13
Freshman orientation	26	---	---	---	---	---	---	2	53	7	---	18	54	10
Food services	---	123	---	4	---	---	6	---	5	---	---	49	46	1
Health services	2	---	116	1	---	---	---	---	15	6	---	45	54	---
Housing program	---	1	---	26	1	---	---	---	9	1	---	41	58	4
Job placement	11	---	---	---	136	1	---	1	25	17	---	35	42	9
Religious activities	1	---	---	---	1	131	---	---	43	14	---	57	36	---
Remedial clinics (speech, reading, etc.)	21	---	---	---	1	---	---	6	45	56	---	15	22	---
Registration and records	1	---	---	---	---	---	---	---	31	---	---	33	59	249
Student activity calendar	5	---	---	1	---	2	22	---	29	6	---	29	43	11
Student recruitment	3	---	---	---	6	1	---	---	39	8	---	64	75	28
Testing program	74	---	---	---	2	---	---	66	46	9	---	16	49	14
Union building—operations and program	---	2	---	1	---	---	45	---	12	4	---	16	38	---
Veterans affairs	7	---	---	---	---	---	1	2	20	4	---	31	36	98

TABLE 71.—*Number of institutions of higher education, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Student committee	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshall	Group of student services administrators	Security officer (chief)	Residual
1	29	30	31	32	33	34	35	36	37	38	39	40	41	42
Admissions	----	1	6	1	52	1	50	----	60	1	4	1	1	7
Academic advisory program	----	----	4	2	29	2	43	1	35	2	5	1	------	2
Campus security	1	----	16	------	4	1	28	1	5	----	2	3	1	39
Concert and lecture services	15	14	12	52	40	7	14	8	95	4	----	------	5	13
Counseling services	----	----	6	4	23	4	60	1	24	14	19	5	1	3
Discipline	6	12	9	25	29	16	56	24	36	26	13	4	1	5
Academic and department clubs	11	23	2	33	24	10	17	10	37	6	3	4	4	9
Convocations	2	9	11	34	26	7	24	12	35	3	1	1	5	12
Fraternities and sororities	10	11	5	10	8	7	12	10	18	29	9	4	1	5
Intercollegiate athletics	1	1	4	19	31	6	24	6	44	1	1	------	2	8
Intramural athletics	16	11	4	26	16	4	11	13	36	2	3	------	3	10
Student government groups	23	70	6	17	21	19	19	34	18	17	6	5	5	19
Student publications	42	49	7	59	25	16	10	14	45	6	2	2	6	12
Other extracurricular activities	13	27	2	27	13	9	10	11	22	14	4	4	12	13
Financial aid, loans, scholarships, etc.	----	----	11	4	64	6	77	----	60	4	3	3	1	53
Foreign student counseling	----	----	5	7	18	3	36	3	12	8	7	5	1	3
Freshman orientation	7	4	5	18	27	9	60	28	27	14	16	4	1	7
Food services	1	1	16	6	6	3	59	4	3	----	----	1	1	28
Health services	1	----	12	8	14	3	61	1	12	6	4	3	1	12
Housing program	----	----	10	7	8	3	69	2	10	34	22	4	------	24
Job placement	----	----	9	4	23	1	44	----	15	3	4	4	4	15
Religious activities	11	4	5	19	17	15	21	9	24	2	1	1	2	27
Remedial clinics (speech, reading, etc.)	1	----	1	------	22	------	19	----	20	3	3	------	1	31
Registration and records	----	----	12	------	15	1	61	----	12	----	3	------	1	1
Student activity calendar	19	37	9	25	11	14	14	28	14	14	2	5	10	20
Student recruitment	2	1	17	------	29	------	45	1	18	1	3	1	------	34
Testing program	1	----	5	1	25	2	59	----	23	6	6	4	2	2
Union building—operations and program	6	6	7	14	9	11	42	17	8	4	4	2	3	19
Veterans affairs	----	----	12	1	4	------	27	----	4	2	2	5	2	37

TABLE 72.—*Number of public institutions, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	No provision for policy development or change	Academic dean or academic vice president	Board of trustees	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief institutional development officer or public relation	Chief student services officer	Dean of women or associate dean of women	Director of admissions
1	2	3	4	5	6	7	8	9	10	11	12	13
Admissions	297	-----	1	-----	31	16	-----	1	-----	14	-----	35
Academic advisory program	297	10	7	3	88	-----	-----	1	-----	34	1	-----
Campus security	297	32	9	7	7	5	86	6	3	17	-----	1
Concert and lecture services	297	37	11	2	18	1	-----	3	3	20	1	-----
Counseling services	297	2	3	1	23	-----	-----	2	-----	86	-----	1
Discipline	297	2	-----	-----	28	1	-----	7	-----	64	-----	-----
Academic and department clubs	297	24	7	-----	26	-----	-----	4	-----	48	2	1
Convocations	297	51	3	-----	22	-----	-----	3	-----	18	2	1
Fraternities and sororities	297	139	1	1	3	2	-----	3	-----	43	2	-----
Intercollegiate atheltics	297	24	3	-----	8	3	-----	1	-----	14	-----	-----
Intramural athletics	297	33	4	1	8	1	1	5	-----	16	-----	-----
Student government groups	297	10	2	-----	12	2	-----	11	-----	72	2	1
Student publications	297	14	5	-----	12	3	1	2	4	33	-----	-----
Other extracurricular activities	297	61	27	-----	5	1	-----	6	-----	63	3	1
Financial aid, loans, scholarships, etc.	297	5	2	-----	17	3	13	7	1	56	1	2
Foreign-student counseling	297	79	1	5	14	-----	-----	5	-----	78	-----	-----
Freshman orientation	297	7	2	-----	27	-----	1	5	-----	81	2	4
Food services	297	42	2	2	6	7	72	3	1	16	1	-----
Health services	297	64	1	2	7	6	10	-----	1	66	-----	-----
Housing program	297	73	-----	2	6	5	19	6	1	56	2	2
Job placement	297	25	2	4	19	1	2	4	4	66	1	2
Religious activities	297	117	9	5	4	2	-----	1	-----	47	-----	-----
Remedial clinics (speech, reading, etc.)	297	98	8	1	46	2	-----	-----	-----	16	-----	1
Registration and records	297	-----	-----	-----	58	-----	-----	1	-----	23	-----	25
Student activity calendar	297	9	3	-----	22	-----	-----	8	2	80	21	1
Student recruitment	297	36	3	3	22	3	-----	2	6	35	-----	27
Testing program	297	12	1	1	25	2	-----	2	-----	68	1	7
Union building—operations and program	297	90	2	1	2	4	14	6	-----	42	3	-----
Veterans affairs	297	30	1	3	31	3	18	14	-----	50	-----	15

TABLE 72.—*Number of public institutions, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of placement	Director of religious affairs	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	President (or chief administrator)	President's administrative council
1	14	15	16	17	18	19	20	21	22	23	24	25
Admissions	------	------	------	------	------	------	------	------	44	2	15	54
Academic advisory program	------	10	------	------	------	------	------	------	50	2	12	29
Campus security	------	------	------	------	------	------	1	------	3	------	40	37
Concert and lecture services	------	1	------	------	------	------	2	------	27	10	20	16
Counseling services	------	47	------	------	1	------	------	4	19	1	14	26
Discipline	------	------	------	------	------	------	------	------	19	2	35	33
Academic and department clubs	------	1	------	------	------	------	1	------	47	27	9	18
Convocations	------	1	------	------	------	2	1	------	26	11	37	24
Fraternities and sororities	------	------	------	------	------	------	1	------	11	2	2	15
Intercollegiate athletics	96	------	------	------	------	------	1	------	25	9	23	24
Intramural atheltics	100	------	------	------	------	------	1	------	21	22	10	14
Student government groups	1	1	------	------	------	------	4	------	18	9	15	22
Student publications	------	------	------	------	1	------	2	------	21	42	16	25
Other extracurricular activities	------	1	------	------	------	------	4	------	15	14	7	18
Financial aid, loans, scholarships, etc	------	1	------	------	------	------	------	------	18	5	26	26
Foreign-student counseling	------	10	------	------	------	------	------	------	14	7	9	15
Freshman orientation	------	16	------	------	------	------	------	1	17	2	11	24
Food services	------	------	36	------	------	------	3	------	3	------	24	17
Health services	3	1	------	35	------	------	------	------	5	3	14	20
Housing program	------	------	------	------	------	------	------	------	5	1	13	14
Job placement	------	4	------	------	40	------	------	------	13	10	19	20
Religious activities	------	------	------	------	1	14	------	------	16	9	9	9
Remedial clinics (speech, reading, etc.)	------	11	------	------	1	------	------	2	16	25	8	12
Registration and records	------	1	------	------	------	------	------	------	12	------	20	30
Student activity calendar	------	4	------	------	------	1	12	------	8	2	15	12
Student recruitment	------	2	------	------	5	------	------	------	14	7	34	30
Testing program	------	42	------	------	1	------	------	21	14	2	9	25
Union building—operations and program	------	------	2	------	------	------	24	------	6	2	9	15
Veterans affairs	------	3	------	------	------	------	1	1	9	3	18	19

TABLE 72.—*Number of public institutions, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Registrar	Student committee	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager—chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshall	Residual
1	26	27	28	29	30	31	32	33	34	35	36	37	38
Admissions	25	------	------	3	------	15	------	14	------	19	------	1	7
Academic advisory program	1	------	------	3	1	9	1	21	------	8	1	3	2
Campus security	1	------	------	8	------	3	------	11	------	2	------	1	17
Concert and lecture services	----	7	8	3	31	9	2	3	6	42	3	----	11
Counseling services	1	------	------	4	2	8	------	24	------	6	5	11	6
Discipline	1	1	2	5	9	12	7	18	12	15	15	8	1
Academic and department clubs	----	2	12	------	11	13	2	6	3	19	6	2	6
Convocations	2	2	7	3	19	9	3	10	5	22	3	1	9
Fraternities and sororities	----	4	7	1	7	4	4	8	5	4	19	6	3
Intercollegiate athletics	----	------	1	1	8	15	2	10	4	19	1	----	5
Intramural athletics	----	4	4	1	8	6	------	5	7	14	1	2	8
Student government groups	----	7	27	------	10	11	6	9	18	7	9	3	8
Student publications	----	11	23	1	24	10	6	5	11	10	4	1	4
Other extracurricular activities	----	4	14	1	8	8	1	3	5	9	8	2	8
Financial aid, loans, scholarships, etc	1	------	------	4	3	28	3	30	------	27	3	2	13
Foreign-student counseling	4	------	------	2	3	11	1	11	3	5	5	2	13
Freshman orientation	4	1	1	2	7	14	2	24	7	12	9	9	5
Food services	1	------	1	6	4	3	------	28	1	1	------	----	17
Health services	----	1	------	3	4	6	1	30	------	6	2	----	6
Housing program	2	------	------	3	5	2	2	32	------	6	13	8	19
Job placement	4	------	------	3	1	12	------	21	------	7	------	2	11
Religious activities	----	5	4	1	7	6	2	4	7	7	2	1	8
Remedial clinics (speech, reading, etc.)	----	1	------	1	------	9	------	11	------	10	3	2	13
Registration and records	80	------	------	6	------	9	1	24	------	4	------	2	1
Student activity calendar	3	8	13	3	14	5	6	6	11	4	8	2	14
Student recruitment	12	------	1	4	------	12	------	20	------	8	1	1	9
Testing program	4	------	------	2	------	10	1	24	------	9	6	4	4
Union building—operations and program	----	3	4	4	9	3	6	21	8	4	2	1	10
Veterans affairs	30	------	------	6	1	3	------	14	------	1	2	2	19

TABLE 73.—*Number of private institutions, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	No provision for policy development or change	Academic dean or academic vice president	Board of trustees	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Admissions	426	1	----	----	56	7	----	----	4	1	67	----	----	----
Academic advisory program	426	10	6	2	162	2	----	2	17	3	2	----	4	----
Campus security	426	45	7	3	6	6	153	7	24	3	----	----	----	----
Concert and lecture services	426	23	7	1	40	1	1	5	30	4	----	----	1	----
Counseling services	426	3	6	3	51	3	----	10	108	14	3	----	47	----
Discipline	426	3	1	----	27	2	----	14	91	16	----	----	1	----
Academic and department clubs	426	23	8	4	64	2	1	2	55	7	----	----	----	----
Convocations	426	29	4	1	65	4	1	2	22	1	----	----	----	----
Fraternities and sororities	426	227	----	3	5	4	----	4	61	2	----	----	----	----
Intercollegiate athletics	426	114	1	2	8	6	1	1	16	----	----	88	1	----
Intramural athletics	426	38	1	2	6	2	----	6	30	3	----	137	----	----
Student government groups	426	26	----	----	15	1	----	16	89	20	----	3	----	----
Student publications	426	22	3	2	21	2	----	5	47	----	----	----	1	----
Other extracurricular activities	426	102	23	1	4	1	----	11	81	10	----	----	----	----
Financial aid, loans, scholarships, etc	426	16	----	1	23	14	46	4	30	1	11	----	----	23
Foreign-student counseling	426	72	6	5	49	2	1	8	77	10	5	----	11	2
Freshman orientation	426	7	----	----	69	1	----	9	83	16	11	----	10	----
Food services	426	16	2	1	----	9	155	1	18	6	----	----	----	1
Health services	426	25	3	1	14	8	14	8	96	15	----	2	1	----
Housing program	426	29	1	1	9	13	26	15	96	26	1	----	----	----
Job placement	426	55	6	7	15	2	12	10	77	1	3	----	7	2
Religious activities	426	23	5	----	11	8	----	4	40	5	----	----	1	----
Remedial clinics (speech, reading, etc.)	426	166	7	7	85	2	----	1	11	3	2	----	10	----
Registration and records	426	----	----	----	101	2	1	1	12	1	19	----	----	----
Student activity calendar	426	10	2	1	18	1	1	17	120	35	1	----	1	----
Student recruitment	426	15	4	2	32	5	1	----	32	----	106	----	1	----
Testing program	426	23	3	----	84	2	1	4	63	5	7	----	32	----
Union building—operations and program	426	199	3	3	1	3	37	7	32	4	----	----	----	----
Veterans affairs	426	125	7	7	45	2	28	12	29	----	8	----	4	2

TABLE 73.—*Number of private institutions, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Director of veterans affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council
1	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Admissions	----	----	----	----	----	----	----	----	----	96	1	----	18	34
Academic advisory program	----	----	----	----	----	----	----	----	----	94	2	----	10	32
Campus security	----	----	1	----	----	----	----	----	----	7	----	----	43	59
Concert and lecture services	----	1	----	1	1	----	5	----	----	47	27	----	37	39
Counseling services	----	----	----	1	2	----	----	4	----	29	2	----	15	25
Discipline	----	----	----	----	----	----	----	----	----	36	2	----	29	46
Academic and department clubs	1	----	----	----	----	1	2	----	----	78	40	----	8	19
Convocations	----	----	----	----	14	----	----	----	----	42	17	----	88	42
Fraternities and sororities	----	----	----	----	----	----	----	----	----	25	4	----	5	18
Intercollegiate athletics	----	----	----	----	----	----	----	----	----	49	10	----	18	29
Intramural athletics	----	1	----	----	----	----	1	----	----	45	26	----	13	20
Student government groups	----	----	----	----	----	----	----	----	----	40	5	----	10	36
Student publications	----	----	----	----	----	----	----	----	----	45	51	----	9	33
Other extracurricular activities	----	----	----	----	----	1	2	----	----	40	13	----	7	21
Financial aid, loans, scholarships, etc	----	----	----	----	----	----	----	----	----	23	1	----	28	51
Foreign-student counseling	----	----	----	----	1	----	----	----	----	19	12	43	10	23
Freshman orientation	----	----	----	----	----	----	----	1	----	36	5	----	7	30
Food services	87	----	1	----	----	----	3	----	----	2	----	----	25	29
Health services	----	81	1	----	----	----	----	----	----	10	3	----	31	34
Housing program	1	----	19	1	----	----	----	----	----	4	----	----	28	44
Job placement	----	----	----	96	1	----	----	1	----	12	7	----	16	22
Religious activities	----	----	----	----	117	----	----	----	----	27	5	----	48	27
Remedial clinics (speech, reading, etc.)	----	----	----	----	----	----	----	4	----	29	31	----	7	10
Registration and records	----	----	----	----	----	----	----	----	----	19	----	----	13	29
Student activity calendar	----	----	1	----	1	----	10	----	----	21	4	----	14	31
Student recruitment	----	----	----	1	1	24	----	----	----	25	1	----	30	45
Testing program	----	----	----	1	----	----	----	45	----	32	7	----	7	24
Union building—operations and program	----	----	1	----	----	----	21	----	----	6	2	----	7	23
Veterans affairs	----	----	----	----	----	----	----	1	20	11	1	----	13	17

TABLE 73.—*Number of private institutions, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Registrar	Student committee	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager—chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Group of student services administrators	Security officer (chief)	Residual
1	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
Admissions	13	----	1	3	1	37	1	36	----	41	1	3	------	----	4
Academic advisory program	1	----	----	1	1	20	1	22	1	27	1	2	1	----	----
Campus security	----	1	----	8	------	1	1	17	1	3	----	1	2	1	26
Concert and lecture services	----	8	6	9	21	31	5	11	2	53	1	----	------	----	8
Counseling services	2	----	----	2	2	15	4	36	1	18	9	8	2	----	1
Discipline	1	5	10	4	16	17	9	38	12	21	11	5	3	1	5
Academic and department clubs	1	9	11	2	22	11	8	11	7	18	----	1	4	1	5
Convocations	2	----	2	8	15	17	4	14	7	13	----	----	1	----	11
Fraternities and sororities	----	6	4	4	3	4	3	4	5	14	10	3	4	1	3
Intercollegiate athletics	----	1	----	3	11	16	4	14	2	25	----	1	------	1	4
Intramural athletics	----	12	7	3	18	10	4	6	6	22	1	1	------	----	5
Student government groups	1	16	43	6	7	10	13	10	16	11	8	3	4	1	16
Student publications	----	31	26	6	35	15	10	5	3	29	2	1	2	3	17
Other extracurricular activities	----	9	13	1	19	5	8	7	6	13	6	2	4	5	11
Financial aid, loans, scholarships, etc	3	----	----	7	1	36	3	47	----	33	1	1	2	----	20
Foreign-student counseling	9	----	----	3	4	7	2	25	----	7	3	5	3	1	1
Freshman orientation	6	6	3	3	11	13	7	36	21	15	5	7	3	----	5
Food services	----	1	----	10	2	3	3	31	3	2	----	----	1	1	13
Health services	----	----	----	9	4	8	2	31	1	6	4	4	3	1	6
Housing program	2	----	----	7	2	6	1	37	2	4	21	14	3	----	13
Job placement	5	----	----	6	3	11	1	23	----	8	3	2	3	1	8
Religious activities	----	6	----	4	12	11	13	17	2	17	----	----	1	1	21
Remedial clinics (speech, reading, etc.)	----	----	----	------	------	13	----	8	----	10	----	1	------	----	19
Registration and records	169	----	----	6	------	6	----	37	----	8	----	1	------	----	1
Student activity calendar	8	11	24	6	11	6	8	8	17	10	6	----	4	2	16
Student recruitment	16	2	----	13	------	17	----	25	1	10	----	2	1	----	14
Testing program	10	1	----	3	1	15	1	35	----	14	----	2	3	1	----
Union building—operations and program	----	3	2	3	5	6	5	21	9	4	2	3	2	1	11
Veterans affairs	68	----	----	6	------	1	----	13	----	3	----	----	2	----	1

TABLE 74.—*Number of universities, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Director of admissions	Director of athletics	Director of counseling	Director of health services	Director of placement	Director of religious affairs	Director of student union	Director of veteran affairs
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Admissions	73	----	----	7	------	----	5	7	----	----	----	----	----	----	----
Academic advisory program	73	1	1	38	------	----	1	----	----	1	----	----	----	----	----
Campus security	73	1	----	----	39	1	2	----	----	----	----	----	----	1	----
Concert and lecture services	73	6	2	2	1	----	10	----	----	----	----	----	----	3	----
Counseling services	73	1	3	8	------	1	24	----	----	11	----	1	----	----	----
Discipline	73	----	----	1	------	2	17	----	----	----	----	----	----	----	----
Academic and department clubs	73	4	4	7	------	1	10	----	----	----	----	----	----	----	----
Convocations	73	10	----	4	------	1	6	----	----	----	----	----	----	----	----
Fraternities and sororities	73	3	----	----	------	2	26	----	----	----	----	----	----	----	----
Intercollegiate athletics	73	4	----	2	------	----	4	----	16	----	----	----	----	----	----
Intramural athletics	73	3	2	4	1	1	8	----	23	----	----	----	----	----	----
Student government groups	73	3	1	----	------	3	22	----	----	----	----	----	----	1	----
Student publications	73	1	3	----	------	----	15	----	----	----	----	----	----	----	----
Other extracurricular activities	73	9	10	----	------	1	21	----	----	----	----	----	----	2	----
Financial aid, loans, scholarships, etc	73	----	1	2	3	----	19	----	----	----	----	----	----	----	----
Foreign-student counseling	73	----	1	3	------	2	25	----	----	----	----	----	----	----	----
Freshman orientation	73	2	----	8	------	5	13	----	----	1	----	----	----	----	----
Food services	73	2	1	----	29	----	6	----	----	----	----	----	----	2	----
Health services	73	----	----	2	3	1	24	----	----	----	15	----	----	----	----
Housing program	73	2	----	1	10	2	15	----	----	----	----	----	----	----	----
Job placement	73	3	----	3	2	2	25	----	----	----	----	13	----	----	----
Religious activities	73	16	1	1	------	2	22	----	----	----	----	----	9	----	----
Remedial clinics (speech, reading, etc.)	73	14	3	16	------	1	6	1	----	5	----	1	----	----	----
Registration and records	73	----	----	14	1	----	10	1	----	----	----	----	----	----	----
Student activity calendar	73	1	2	2	------	2	11	----	----	----	----	----	----	4	----
Student recruitment	73	5	1	6	------	1	11	10	----	----	----	1	----	----	----
Testing program	73	5	----	6	------	----	15	1	----	14	----	1	----	----	----
Union building—operations and program	73	13	----	1	3	----	14	----	----	----	----	----	----	8	----
Veterans affairs	73	7	----	3	7	----	15	2	----	1	----	----	----	----	5

TABLE 74.—*Number of universities, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Faculty (as a group)	Faculty (as an individual)	Foreign-student adviser	President (or chief administrator)	President's administrative council	Registrar	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager—chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Residual
1	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Admissions	18	----	----	----	6	2	----	3	----	6	----	3	----	9	----	7
Academic advisory program	9	----	----	----	6	----	----	2	----	2	1	4	----	3	----	4
Campus security	----	----	----	3	8	----	----	6	----	----	----	6	----	1	----	5
Concert and lecture services	3	1	----	2	2	----	2	2	7	5	3	2	2	11	2	5
Counseling services	----	----	----	----	3	----	----	2	----	3	1	6	----	1	----	8
Discipline	5	----	----	3	5	----	----	2	2	4	5	7	5	7	4	4
Academic and department clubs	12	7	----	----	2	----	1	1	3	5	2	2	----	7	2	3
Convocations	5	1	----	10	8	----	----	2	7	4	1	2	1	5	2	4
Fraternities and sororities	1	----	----	----	3	----	2	2	2	1	3	5	3	4	11	5
Intercollegiate athletics	6	1	----	11	6	----	----	2	2	4	1	5	----	3	----	6
Intramural athletics	5	4	----	1	2	----	----	1	4	2	----	1	1	3	----	7
Student government groups	4	1	----	2	1	----	6	2	2	2	3	5	2	3	3	7
Student publications	6	2	----	1	3	----	7	2	8	3	3	3	3	4	2	7
Other extracurricular activities	3	1	----	----	1	----	3	1	2	2	1	1	1	4	5	5
Financial aid, loans, scholarships, etc	5	----	----	----	3	----	----	5	----	8	2	8	----	9	2	6
Foreign-student counseling	3	----	9	----	3	----	----	3	----	3	2	5	1	3	1	9
Freshman orientation	2	----	----	1	4	----	2	2	3	1	3	10	3	5	4	4
Food services	----	----	----	----	1	----	1	5	----	----	----	11	----	1	----	14
Health services	1	----	----	3	2	----	----	7	----	----	----	10	----	1	1	3
Housing program	1	----	----	----	2	----	----	4	----	----	1	15	----	2	3	15
Job placement	1	1	----	2	3	----	----	3	1	1	----	5	----	3	----	5
Religious activities	3	----	----	3	3	----	----	1	1	1	----	1	1	2	----	6
Remedial clinics (speech, reading, etc.)	2	4	----	----	3	----	----	----	----	2	----	3	----	4	1	7
Registration and records	3	----	----	2	3	20	----	4	----	3	1	4	----	4	----	3
Student activity calendar	2	----	----	----	----	----	5	3	5	1	1	2	3	2	6	21
Student recruitment	3	1	----	2	7	2	1	6	----	1	----	4	----	3	1	7
Tesing program	3	----	----	----	3	----	----	3	----	----	1	9	----	3	3	6
Union building—operations and program	1	----	----	----	----	----	----	2	4	----	2	10	5	2	2	6
Veterans affairs	2	----	----	1	2	5	----	5	----	1	----	4	----	1	1	8

TABLE 75.—*Number of liberal arts colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Board of trustees	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	345	---	---	41	10	---	---	3	---	52	---	---	---
Academic advisory program	345	6	5	128	1	---	1	16	1	2	---	2	---
Campus security	345	26	7	3	4	128	7	23	1	---	---	---	---
Concert and lecture services	345	6	5	31	---	---	4	17	1	---	---	1	---
Counseling services	345	3	3	43	---	---	5	89	8	2	---	43	---
Discipline	345	---	1	19	1	---	12	81	11	---	---	1	---
Academic and department clubs	345	6	6	51	1	1	2	49	3	---	---	---	1
Convocations	345	16	5	56	3	---	2	15	1	---	---	---	---
Fraternities and sororities	345	171	---	5	3	---	3	53	2	---	---	---	---
Intercollegiate athletics	345	73	2	6	4	1	1	11	---	---	69	1	---
Intramural athletics	345	19	1	5	1	---	5	20	2	---	117	---	---
Student government groups	345	9	---	11	---	---	15	77	10	---	2	---	---
Student publications	345	8	3	15	2	---	5	35	---	---	---	1	---
Other extracurricular activities	345	80	23	1	---	---	10	72	8	---	---	---	---
Financial aid, loans, scholarships, etc	345	3	1	17	9	36	4	26	1	9	---	---	---
Foreign student counseling	345	49	6	40	---	---	5	65	4	5	---	11	---
Freshman orientation	345	5	1	48	---	---	4	80	9	10	---	12	---
Food services	345	7	1	---	6	133	1	17	2	---	---	---	66
Health services	345	12	3	10	4	15	6	89	9	---	1	1	---
Housing program	345	13	1	6	10	20	12	96	16	1	---	---	---
Job placement	345	20	5	15	---	6	7	72	1	3	---	6	---
Religious activities	345	10	6	10	6	---	1	34	3	---	---	1	---
Remedial clinics (speech, reading, etc.)	345	126	6	70	1	---	---	11	1	1	---	12	---
Registration and records	345	---	---	81	---	---	1	6	1	18	---	---	---
Student activity calendar	345	4	2	10	---	1	14	102	30	2	---	1	---
Student recruitment	345	14	4	29	2	1	---	25	---	87	---	1	---
Testing program	345	17	3	60	---	1	3	56	3	7	---	29	---
Union building—operations and program	345	143	3	1	1	29	6	32	2	---	---	---	1
Veteran affairs	345	85	7	36	---	23	12	23	---	10	---	6	---

TABLE 75.—*Number of liberal arts colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of health services	Director of placement	Director of religious affairs	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council	Registrar	Student committee	Student council committee
1	15	16	17	18	19	20	21	22	23	24	25	26	27
Admissions	---	---	---	---	---	86	1	---	12	28	13	---	1
Academic advisory program	---	---	---	---	---	83	3	---	3	25	1	---	---
Campus security	---	---	---	---	---	6	---	---	29	48	---	1	---
Concert and lecture services	1	1	1	3	---	41	21	---	30	32	---	8	5
Counseling services	---	1	---	---	3	18	1	---	9	23	---	---	---
Discipline	---	---	---	---	---	25	1	---	23	33	---	4	10
Academic and department clubs	---	---	---	2	---	59	34	---	5	16	1	7	9
Convocations	---	---	12	---	---	27	15	---	70	31	2	---	2
Fraternities and sororities	---	---	---	---	---	24	3	---	3	16	---	6	2
Intercollegiate athletics	---	---	---	---	---	45	11	---	16	21	---	1	---
Intramural athletics	1	---	---	1	---	40	25	---	7	13	---	9	7
Student government groups	---	---	---	1	---	33	3	---	6	30	1	11	40
Student publications	---	---	---	---	---	36	38	---	6	27	---	28	24
Other extracurricular activities	---	---	---	1	---	31	10	---	3	15	---	7	10
Financial aid, loans, scholarships, etc	---	---	---	---	---	20	1	---	20	45	3	---	---
Foreign student counseling	---	---	1	---	---	17	12	34	5	19	7	---	---
Freshman orientation	---	---	---	---	1	21	4	---	2	24	4	5	2
Food services	---	---	---	2	---	2	---	---	17	26	---	1	---
Health services	66	---	---	---	---	7	3	---	17	31	---	---	---
Housing program	---	1	---	---	---	4	---	---	18	37	---	---	---
Job placement	---	88	1	---	1	11	6	---	14	18	5	---	---
Religious activities	---	1	95	---	---	20	6	---	35	21	---	6	---
Remedial clinics (speech, reading, etc.)	---	---	---	---	4	23	24	---	3	8	---	---	---
Registration and records	---	---	---	---	---	16	---	---	10	26	134	---	---
Student activity calendar	---	---	---	8	---	15	2	---	7	21	8	10	20
Student recruitment	---	3	---	---	---	24	1	---	22	33	13	2	---
Testing program	---	1	---	---	36	24	5	---	4	21	5	1	---
Union building—operations and program	---	---	---	18	---	5	2	---	6	19	---	3	1
Veteran affairs	---	---	---	---	---	11	1	---	7	17	57	---	---

TABLE 75.—*Number of liberal arts colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Administrative vice president	Vice president for student services	Student faculty group	Administrator faculty group	Business manager—chief student services officer	Group of administrators	Administrato rstudent group	Group of faculty members	Marshal	Group of student services administrators	Security officer (chief)	Residual
1	28	29	30	31	32	33	34	35	36	37	38	39
Admissions	1	1	28	------	27	------	36	1	1	1	------	2
Academic advisory program	1	1	15	------	20	------	28	1	------	1	------	1
Campus security	6	------	------	1	16	1	4	------	1	2	------	31
Concert and lecture services	7	28	23	4	11	3	48	1	------	------	2	10
Counseling services	2	2	12	1	36	1	17	9	7	2	------	5
Discipline	3	19	13	5	32	14	21	9	2	1	------	4
Academic and department clubs	1	23	10	7	10	6	20	------	1	4	------	10
Convocations	5	16	17	3	12	6	17	------	------	1	1	10
Fraternities and sororities	3	5	3	4	3	4	12	7	2	4	1	6
Intercollegiate athletics	2	14	16	4	13	2	25	------	------	------	1	6
Intramural athletics	3	17	7	4	6	5	21	1	------	------	1	7
Student government groups	4	9	9	10	9	14	10	7	2	5	1	16
Student publications	4	36	15	8	3	4	27	2	------	2	2	14
Other extracurricular activities	1	17	3	7	6	6	11	5	1	4	5	8
Financial aid, loans, scholarships, etc	3	2	31	1	36	------	34	------	1	2	------	40
Foreign student counseling	2	4	6	1	23	------	7	6	4	3	1	8
Freshman orientation	2	11	12	4	35	17	15	5	3	3	------	6
Food services	6	4	3	3	24	3	1	------	------	1	1	18
Health services	4	5	7	2	30	1	5	5	4	3	1	4
Housing program	5	5	5	1	35	2	3	21	7	3	------	23
Job placement	5	2	11	1	20	------	6	2	2	3	3	11
Religious activities	3	15	11	13	14	3	14	------	------	1	------	16
Remedial clinics (speech, reading, etc.)	------	------	13	------	7	------	10	2	1	------	------	22
Registration and records	4	------	7	------	33	------	7	------	------	------	1	------
Student activity calendar	5	13	5	6	6	15	8	6	------	4	5	15
Student recruitment	9	------	14	------	20	------	11	------	1	1	------	28
Testing program	1	1	12	1	[illegible]	------	11	1	1	4	------	2
Union building—operations and program	3	8	6	5	22	6	3	1	1	2	1	15
Veteran affairs	2	------	1	------	15	------	3	------	1	3	------	25

TABLE 76.—*Number of teachers colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	No provision for policy development or change	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of food services	Director of health services	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Admissions	92	----	----	----	4	----	1	----	13	----	----	----	----	----	----	----
Academic advisory program	92	----	1	1	23	----	11	1	----	----	----	----	----	----	----	----
Campus security	92	7	2	3	1	33	1	----	----	----	----	----	----	----	----	----
Concert and lecture services	92	5	2	----	6	----	4	1	----	----	----	----	----	----	----	----
Counseling services	92	1	2	----	6	----	24	3	1	----	----	----	----	----	----	----
Discipline	92	----	----	----	3	----	19	1	----	----	----	----	----	----	----	----
Academic and department clubs	92	6	4	----	7	----	12	----	----	----	----	----	----	----	----	----
Convocations	92	9	1	----	12	----	5	----	----	----	----	----	----	----	----	----
Fraternities and sororities	92	34	----	----	1	----	11	2	----	----	----	----	----	----	----	----
Intercollegiate athletics	92	12	1	----	----	----	----	----	----	31	----	----	----	----	----	----
Intramural athletics	92	9	2	1	----	----	3	----	----	27	----	----	----	----	----	----
Student government groups	92	4	1	----	1	----	18	1	----	1	----	----	----	----	----	----
Student publications	92	7	2	----	2	----	5	----	----	----	----	----	1	----	----	----
Other extracurricular activities	92	16	14	1	1	----	15	1	----	----	----	----	----	----	----	1
Financial aid, loans, scholarships, etc	92	2	----	----	----	2	12	----	----	----	----	----	----	----	----	----
Foreign-student counseling	92	21	----	----	3	----	19	----	----	----	----	----	----	----	----	----
Freshman orientation	92	1	1	----	2	----	23	3	3	----	----	----	----	----	----	----
Food services	92	5	----	----	1	22	2	1	----	----	10	----	----	----	----	----
Health services	92	5	1	----	1	3	18	1	----	1	----	10	----	----	----	----
Housing program	92	6	----	----	----	4	14	4	----	----	----	----	----	----	----	----
Job placement	92	7	----	2	2	1	9	----	----	----	----	----	21	----	1	----
Religious activities	92	18	4	4	----	----	9	1	----	----	----	----	----	6	----	----
Remedial clinics (speech, reading etc.)	92	25	5	1	11	----	5	1	----	----	----	----	----	----	----	----
Registration and records	92	----	----	----	12	----	1	----	8	----	----	----	----	----	----	----
Student activity calendar	92	3	----	----	2	----	20	11	----	----	----	----	----	----	----	2
Student recruitment	92	4	----	1	2	----	5	----	15	----	----	----	2	----	7	----
Testing program	92	4	1	----	10	----	15	1	2	----	----	----	----	----	----	----
Union building—operations and program	92	20	----	----	----	7	7	3	----	----	----	----	----	----	----	7
Veterans affairs	92	14	----	2	4	8	13	----	5	----	----	----	----	----	----	----

TABLE 76.—*Number of teachers colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of testing	Faculty (as a group)	Faculty (as an individual)	President (or chief administrator)	President's administrative council	Registrar	Student committee	Student council committee	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager—chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Residual
1	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
Admissions	----	16	2	5	16	6	----	----	----	10	----	8	----	8	----	1	2
Academic advisory program	----	22	----	4	9	----	----	----	1	7	1	8	----	1	----	1	1
Campus security	----	1	----	12	13	----	----	----	----	4	----	4	----	----	----	----	11
Concert and lecture services	----	11	5	4	2	----	3	----	16	5	----	1	1	21	----	----	5
Couseling services	1	12	----	3	5	----	----	----	2	5	1	8	----	2	2	7	7
Discipline	----	8	2	6	10	----	----	----	4	4	4	8	5	4	6	6	2
Academic and department clubs	----	19	5	3	5	----	3	6	7	4	----	2	1	4	1	2	1
Convocations	----	11	2	7	8	1	----	1	8	3	2	3	4	10	----	1	4
Fraternities and sororities	----	5	----	2	6	----	3	2	3	3	----	3	2	1	7	6	1
Intercollegiate athletics	----	12	----	4	5	----	----	----	3	8	1	1	3	10	----	----	1
Intramural athletics	----	10	9	3	3	----	----	----	4	6	----	1	5	5	----	1	3
Student government groups	----	8	3	4	5	----	4	8	5	5	3	2	9	1	3	3	3
Student publications	----	9	13	4	9	----	2	7	10	4	2	1	4	6	----	----	4
Other extracurricular activities	----	5	2	4	6	----	2	4	4	5	----	1	3	2	2	1	2
Financial aid, loans, scholarships, etc	----	7	----	4	8	----	----	----	2	16	2	16	----	9	1	----	11
Foreign-student counseling	----	7	3	4	6	3	----	----	3	6	----	7	2	1	1	----	6
Freshman orientation	----	7	----	3	5	----	----	----	4	6	1	8	6	3	2	7	7
Food services	----	1	----	10	10	----	----	----	2	2	----	13	1	1	----	----	11
Health services	----	3	1	6	9	----	----	----	3	5	1	14	----	4	----	----	6
Housing program	----	2	----	7	9	----	----	----	2	3	1	13	----	2	7	8	10
Job placement	----	5	1	6	8	1	----	----	1	6	----	14	----	2	----	----	5
Religious activities	----	6	1	6	4	----	4	3	3	4	2	1	4	2	2	1	7
Remedial clinics (speech, reading, etc.)	1	10	12	5	----	----	1	----	----	2	----	6	----	2	----	----	5
Registration and records	----	5	----	5	13	32	----	----	----	2	----	12	----	1	----	----	1
Student activity calendar	----	3	----	5	6	1	3	5	4	3	3	3	7	3	1	2	5
Student recruitment	----	7	1	6	11	2	----	----	----	9	----	10	1	2	----	----	7
Testing program	10	9	----	3	12	3	----	----	----	6	----	7	----	6	1	----	2
Union building—operations and program	----	5	1	3	5	----	----	1	2	3	2	8	5	3	1	----	9
Veterans affairs	----	6	2	3	5	8	----	----	1	2	----	6	----	----	----	----	13

TABLE 77.—*Number of junior colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	No provision for policy development or change	Academic dean or academic vice president	Board of trustees	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of placement
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Admissions	213	1	----	35	8	----	1	9	1	30	----	----	----	----	----
Academic advisory program	213	13	3	61	----	----	2	23	2	----	----	10	----	----	----
Campus security	213	43	5	9	5	39	3	15	2	1	----	----	----	----	----
Concert and lecture services	213	43	3	19	1	----	4	19	3	----	----	1	----	----	----
Counseling services	213	----	----	17	2	----	5	57	3	1	----	35	----	----	----
Discipline	213	5	----	32	1	----	6	38	4	----	----	----	----	----	----
Academic and department clubs	213	31	1	25	----	----	3	32	6	1	----	1	----	----	----
Convocations	213	45	1	15	----	1	2	14	2	1	----	1	----	----	----
Fraternities and sororities	213	158	2	2	1	----	2	14	----	----	----	----	----	----	----
Intercollegiate athletics	213	49	----	8	2	----	1	15	----	----	68	----	----	----	----
Intramural athletics	213	40	----	5	1	----	5	15	----	----	70	----	----	----	----
Student government groups	213	20	----	15	1	----	8	44	11	1	1	1	----	----	----
Student publications	213	20	1	16	2	1	2	25	----	----	----	----	----	----	----
Other extracurricular activities	213	58	----	7	1	----	6	36	4	1	----	1	----	----	----
Financial aid, loans, scholarships, etc	212	16	----	21	5	18	5	29	1	4	----	1	----	----	----
Foreign-student counseling	213	81	3	17	1	1	4	46	4	----	----	9	----	----	----
Freshman orientation	213	6	----	38	----	1	3	48	6	2	----	11	----	----	----
Food services	213	44	3	5	7	43	3	9	4	----	----	----	42	----	----
Health services	213	72	2	8	7	3	1	31	5	----	3	1	----	25	----
Housing program	213	81	3	8	5	11	7	27	8	2	----	----	1	----	----
Job placement	213	50	5	14	2	5	5	37	1	2	----	5	----	----	14
Religious activities	213	96	1	4	3	----	1	22	1	----	----	----	----	----	----
Remedial clinics (speech, reading, etc.)	213	99	3	34	1	----	----	5	1	1	----	4	----	----	----
Registration and records	213	----	----	52	1	----	1	18	----	17	----	1	----	----	----
Student activity calendar	213	11	----	27	----	----	8	58	14	----	----	3	----	----	----
Student recruitment	213	28	1	17	2	----	1	26	----	21	----	2	----	----	----
Testing program	213	9	1	33	2	----	3	45	2	4	----	30	----	----	----
Union building—operations and program	213	113	2	1	3	12	5	21	2	----	----	----	1	----	----
Veterans affairs	213	49	2	33	2	8	5	28	----	6	----	----	----	----	----

Table 77.—*Number of junior colleges, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of religious affairs	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	President (or chief administrator)	President's administrative council	Registrar	Student council committee	Student-faculty group	Business manager—chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Residual
1	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Admissions	----	----	----	20	----	16	38	17	----	8	12	------	7	----	2	8
Academic advisory program	----	----	----	30	1	15	21	1	----	5	11	1	3	1	3	7
Campus security	----	----	----	3	----	39	27	1	----	----	2	------	----	----	1	18
Concert and lecture services	----	1	----	19	10	21	19	----	5	7	----	2	15	1	----	20
Counseling services	2	----	3	18	2	17	20	3	----	3	10	------	4	3	4	4
Discipline	----	----	----	17	1	32	31	2	1	8	9	------	4	7	4	11
Academic and department clubs	----	1	----	35	21	9	14	----	5	5	3	3	6	3	----	8
Convocations	4	1	----	25	10	38	19	1	5	2	7	1	3	1	----	14
Fraternities and sororities	----	1	----	6	3	2	8	----	4	1	1	1	1	4	----	2
Intercollegiate athletics	----	1	----	11	7	10	21	----	----	3	5	1	6	1	----	4
Intramural athletics	----	1	----	11	10	12	16	----	2	1	3	2	7	1	1	10
Student government groups	----	2	----	13	7	13	22	----	12	5	3	9	4	4	----	17
Student publications	----	2	----	15	40	14	19	----	9	3	3	3	8	2	1	27
Other extracurricular activities	----	2	----	16	14	7	17	----	9	3	2	1	5	2	1	20
Financial aid, loans, scholarships, etc	----	----	----	9	5	30	21	1	----	9	17	------	8	1	2	10
Foreign-student counseling	----	----	----	6	4	10	10	3	----	3	1	------	1	----	2	7
Freshman orientation	----	----	1	23	3	12	21	6	----	8	7	2	4	3	4	4
Food services	----	2	----	2	----	22	9	1	----	1	11	------	----	----	----	5
Health services	----	----	----	4	2	19	12	----	----	2	7	------	2	----	----	7
Housing program	----	----	----	2	1	16	10	4	----	----	6	------	3	3	3	12
Job placement	----	----	----	8	9	13	13	3	----	5	5	------	4	1	2	10
Religious activities	21	----	----	14	7	13	8	----	1	1	5	1	6	----	----	8
Remedial clinics (speech, reading, etc.)	----	----	1	10	16	7	11	----	----	5	3	------	4	----	2	6
Registration and records	----	----	----	7	----	16	17	63	----	3	12	------	----	----	2	3
Student activity calendar	2	3	----	10	3	17	16	2	6	2	3	3	1	1	----	23
Student recruitment	1	----	----	5	5	34	24	11	----	5	11	------	2	----	1	16
Testing program	----	----	17	10	4	9	13	6	----	7	8	------	3	1	3	3
Union building—operations and program	----	12	----	1	1	7	14	----	3	----	2	1	----	----	1	11
Veterans affairs	----	1	1	1	1	20	12	28	----	----	----	------	----	1	1	14

TABLE 78.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function 1	Total 2	Function not performed 3	Impossible to identify persons responsible 4	Academic dean or academic vice president 5	Board of trustees 6	Business manager, vice president for business, or treasurer 7	Dean of men or associate dean of men 8	Chief student services officer 9	Dean of women or associate dean of women 10	Director of admissions 11	Director of athletics 12	Director of counseling 13
Admissions	43	------	------	2	4	------	------	4	------	5	------	------
Academic advisory program	43	1	1	24	1	------	------	3	------	------	------	1
Campus security	43	------	------	------	1	22	1	1	------	------	------	------
Concert and lecture services	43	3	1	1	1	------	------	8	------	------	------	------
Counseling services	43	------	1	3	1	------	------	17	------	1	------	8
Discipline	43	------	------	3	2	------	1	11	------	------	------	------
Academic and department clubs	43	1	2	3	1	------	1	7	1	------	------	------
Convocations	43	6	------	2	1	------	1	3	------	------	------	------
Fraternities and sororities	43	3	------	1	1	------	1	13	------	------	------	------
Intercollegiate athletics	43	2	1	------	1	------	------	3	------	------	10	------
Intramural athletics	43	3	1	1	1	------	1	5	------	------	14	------
Student government groups	43	1	1	------	1	------	2	13	1	------	------	------
Student publications	43	1	2	------	1	------	------	8	------	------	------	------
Other extracurricular activities	43	6	3	------	1	------	1	10	1	------	------	------
Financial aid, loans, scholarships, etc	43	------	2	2	1	1	1	11	------	------	------	------
Foreign-student counseling	43	------	1	2	1	------	------	16	1	------	------	2
Freshman orientation	43	1	------	2	1	------	3	11	1	------	------	1
Food services	43	1	1	------	2	18	1	2	------	------	------	------
Health services	43	------	------	1	1	1	------	16	------	------	1	------
Housing program	43	6	------	------	1	8	------	6	------	------	------	------
Job placement	43	1	------	1	1	------	------	15	------	1	------	------
Religious activities	43	12	------	------	2	------	2	14	------	------	------	------
Remedial clinics (speech, reading, etc.)	43	8	2	8	1	------	------	5	------	------	------	3
Registration and records	43	------	------	6	1	1	------	7	------	3	------	------
Student activity calendar	43	1	1	------	1	------	1	12	2	------	------	------
Student recruitment	43	6	------	2	2	------	------	6	------	3	------	------
Testing program	43	1	------	3	1	------	------	13	------	1	------	9
Union building—operations and program	43	8	------	1	1	2	1	8	------	------	------	------
Veterans affairs	43	2	1	2	1	4	2	8	------	2	------	1

TABLE 78.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of food services	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student union	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council
1	14	15	16	17	18	19	20	21	22	23	24	25
Admissions	------	------	------	------	------	------	------	8	------	------	------	4
Academic advisory program	------	------	------	------	------	------	------	4	------	------	------	3
Campus security	------	------	------	------	------	------	1	------	------	------	3	3
Concert and lecture services	------	------	------	------	------	------	1	2	------	------	2	------
Counseling services	------	------	------	------	------	------	------	1	------	------	------	------
Discipline	------	------	------	------	------	------	------	------	------	------	1	2
Academic and department clubs	------	------	------	------	------	------	------	5	1	------	------	1
Convocations	------	------	------	------	------	------	------	3	------	------	4	3
Fraternities and sororities	------	------	------	------	------	------	------	1	------	------	------	1
Intercollegiate athletics	------	------	------	------	------	------	------	4	------	------	8	2
Intramural athletics	------	------	------	------	------	------	------	2	4	------	1	1
Student government groups	------	------	------	------	------	------	1	2	------	------	1	------
Student publications	------	------	------	------	------	------	------	3	1	------	------	------
Other extracurricular activities	------	------	------	------	------	------	1	2	------	------	------	------
Financial aid, loans, scholarships, etc	------	------	------	------	------	------	------	2	------	------	2	1
Foreign-student counseling	------	------	------	------	------	------	------	2	------	5	------	1
Freshman orientation	------	------	------	------	------	------	------	2	------	------	1	2
Food services	3	------	2	------	------	------	------	------	------	------	------	------
Health services	------	9	------	------	------	------	------	------	------	------	------	------
Housing program	------	------	2	------	------	------	------	1	------	------	------	------
Job placement	------	------	------	10	------	------	------	2	------	------	1	2
Religious activities	------	------	------	------	4	------	------	2	------	------	2	1
Remedial clinics (speech, reading, etc.)	------	------	------	------	------	3	------	2	5	------	------	1
Registration and records	------	------	------	------	------	------	------	4	------	------	1	1
Student activity calendar	------	------	------	------	------	------	3	1	------	------	------	------
Student recruitment	------	------	------	1	------	------	------	1	1	------	1	5
Testing program	------	------	------	------	------	------	------	1	------	------	------	2
Union building—operations and program	------	------	------	------	------	------	4	1	------	------	------	------
Veterans affairs	------	------	------	------	------	------	------	2	------	------	------	1

TABLE 78.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Registrar	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Security officer (chief)	Residual
1	26	27	28	29	30	31	32	33	34	35	36
Admissions			3		3	1		5		1	3
Academic advisory program					1	3		1			
Campus security			3			4					4
Concert and lecture services		1		5	1	1	1	7	2	2	4
Counseling services			2		2	5					2
Discipline			1		3	4	3	6	3		3
Academic and department clubs			1	3	5	2		3	2	1	3
Convocations			1	6	3	1		2	2	2	3
Fraternities and sororities			2	3	1	4	1	3	6		2
Intercollegiate athletics			1	1	3	3		1		1	2
Intramural athletics			1	2	2	1		1		1	1
Student government groups		2	1	2	2	4	1	2	1	1	4
Student publications		4	1	6	3	3	1	2	2	1	4
Other extracurricular activities		1	1	2	1	1	1	3	3	2	3
Financial aid, loans, scholarships, etc			3		6	4		4	1		2
Foreign-student counseling			3		1	3	1	2			2
Freshman orientation		1	1			5	2	4	2		3
Food services			4			7					2
Health services			6			6			1		1
Housing program			2			9		1	2		5
Job placement			2		1	2		2			2
Religious activities			1								3
Remedial clinics (speech, reading, etc.)					1	3		1			
Registration and records	9		3		1	4		1			1
Student activity calendar		1	2	2	1	1	2	1	5	2	4
Student recruitment	2	1	3		1	3		1	1		3
Testing program			3			5		1	2		1
Union building—operations and program			1			6	2		2		6
Veterans affairs	4		3		1	4			1		4

TABLE 79.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice pres. for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services
1	2	3	4	5	6	7	8	9	10	11	12	13
Admissions	134			15			4		23			
Academic advisory program	134		4	47			16				2	
Campus security	134	4	3		56	5	11					
Concert and lecture services	134	11	2	6	1	2	10	1				
Counseling services	134	1	2	7		1	44				22	
Discipline	134	1		5		4	46	1				
Academic and department clubs	134	4	3	14		2	28					
Convocations	134	20	1	10		2	11					
Fraternities and sororities	134	31				2	41					
Intercollegiate athletics	134	7	1	3	1		11			37		
Intramural athletics	134	4	3	4	1	2	10	1		47		
Student government groups	134	3	1	1		5	43			1		
Student publications	134	3	2	3		1	22					
Other extracurricular activities	134	25	17	1		2	39	1				
Financial aid, loans, scholarships, etc	134			1	7	4	32		1			
Foreign-student counseling	134	12	1	6		4	44	1	1		4	
Freshman orientation	134		1	12		4	42		3		4	
Food services	134	6	1		46	2	13					15
Health services	134	6	1	2	5	1	47	2		1		
Housing program	134	14		2	4	3	39	2				
Job placement	134	4		4	4	3	39		1		1	
Religious activities	134	34	3	2			27					
Remedial clinics (speech, reading, etc.)	134	29	5	25		1	10		1		8	
Registration and records	134			25		1	11		12		1	
Student activity calendar	134	2	1	3		5	42	10				
Student recruitment	134	15	2	10		1	22		23		1	
Testing program	134	7		10			34		6		12	
Union building—operations and program	134	28		1	4	4	30	2				1
Veterans affairs	134	10	1	7	9	7	28		7		1	

TABLE 79.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of health services	Director of placement	Director of religious affairs	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council	Registrar
1	14	15	16	17	18	19	20	21	22	23	24	25
Admissions	-----	-----	-----	-----	-----	-----	20	-----	-----	1	27	7
Academic advisory program	-----	-----	-----	-----	-----	-----	15	1	-----	1	18	-----
Campus security	-----	-----	-----	-----	-----	-----	-----	-----	-----	4	22	-----
Concert and lecture services	-----	-----	-----	4	-----	-----	8	5	-----	7	9	-----
Counseling services	-----	1	-----	-----	2	-----	5	1	-----	-----	14	-----
Discipline	-----	-----	-----	-----	-----	-----	7	-----	-----	5	14	-----
Academic and department clubs	-----	-----	-----	-----	-----	-----	22	13	-----	-----	6	-----
Convocations	-----	-----	1	-----	-----	-----	5	3	-----	20	12	1
Fraternities and sororities	-----	-----	-----	-----	-----	-----	3	-----	1	-----	7	-----
Intercollegiate athletics	-----	-----	-----	-----	-----	-----	9	2	-----	9	10	-----
Intramural athletics	-----	-----	-----	-----	-----	-----	10	7	-----	3	5	-----
Student government groups	-----	-----	-----	1	-----	-----	5	3	-----	1	9	-----
Student publications	-----	-----	-----	-----	-----	-----	8	13	-----	4	15	-----
Other extracurricular activities	-----	-----	-----	2	-----	-----	3	3	-----	-----	7	-----
Financial aid, loans, scholarships, etc	-----	-----	-----	-----	-----	-----	6	2	-----	4	13	-----
Foreign-student counseling	-----	-----	-----	-----	-----	-----	4	4	9	-----	10	-----
Freshman orientation	-----	-----	-----	-----	-----	-----	2	1	-----	-----	14	-----
Food services	-----	-----	-----	2	-----	-----	-----	-----	-----	3	5	-----
Health services	16	-----	-----	-----	-----	-----	1	2	-----	3	10	-----
Housing program	-----	-----	-----	-----	-----	-----	1	1	-----	1	8	-----
Job placement	-----	26	-----	-----	-----	-----	2	5	-----	3	12	-----
Religious activities	-----	-----	16	-----	-----	-----	4	4	-----	7	6	-----
Remedial clinics (speech, reading, etc.)	-----	1	-----	-----	1	-----	6	9	-----	1	6	-----
Registration and records	-----	-----	-----	-----	-----	-----	2	-----	-----	2	18	35
Student activity calendar	-----	-----	-----	11	-----	-----	1	1	-----	-----	6	-----
Student recruitment	-----	1	-----	-----	-----	-----	6	1	-----	2	17	2
Testing program	-----	1	-----	-----	11	-----	6	1	-----	-----	13	-----
Union building—operations and program	-----	-----	-----	10	-----	-----	1	1	-----	-----	3	-----
Veterans affairs	-----	-----	-----	-----	1	13	3	1	-----	1	11	7

TABLE 79.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Student committee	Student council committee	Administrative vice president	Vice president for for student services	Student-faculty group	Administrative-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Residual
1	26	27	28	29	30	31	32	33	34	35	36	37
Admissions	------	------	------	------	8	------	10	------	9	------	1	9
Academic advisory program	------	------	2	1	8	1	7	------	3	------	4	4
Campus security	------	------	5	------	1	------	9	------	2	------	1	11
Concert and lecture services	6	3	3	16	7	2	2	2	20	1	------	6
Counseling services	------	------	1	1	3	1	10	------	5	2	6	5
Discipline	------	1	2	8	6	4	5	4	8	7	5	1
Academic and department clubs	1	9	------	3	5	3	2	1	13	------	3	2
Convocations	1	3	4	10	4	1	6	2	13	------	1	3
Fraternities and sororities	4	5	1	2	3	5	3	2	3	13	7	1
Intercollegiate athletics	------	1	2	4	9	1	5	2	14	------	1	5
Intramural athletics	5	2	2	4	4	------	2	3	9	------	3	3
Student government groups	4	13	2	5	6	6	2	6	4	5	4	4
Student publications	7	11	3	12	2	6	2	5	6	2	2	5
Other extracurricular activities	1	7	1	3	3	1	2	------	3	4	4	5
Financial aid, loans, scholarships, etc.	------	------	2	1	13	2	12	------	17	1	3	13
Foreign-student counseling	------	------	1	2	8	2	7	1	2	3	4	4
Freshman orientation	1	1	3	5	6	3	11	4	7	5	4	1
Food services	------	1	5	3	3	------	10	1	2	------	------	16
Health services	1	------	3	2	3	1	15	------	6	------	------	6
Housing program	------	------	3	4	1	2	16	------	2	9	8	14
Job placement	------	------	3	1	5	------	13	------	1	------	1	6
Religious activities	5	2	2	5	3	1	2	2	4	1	1	3
Remedial clinics (speech, reading, etc.)	------	------	1	------	4	------	5	------	8	1	1	11
Registration and records	------	------	5	------	5	1	10	------	3	------	3	------
Student activity calendar	5	8	3	8	2	5	2	6	5	4	1	3
Student recruitment	------	------	5	------	6	------	7	------	3	------	1	9
Testing program	------	------	------	------	3	1	17	------	5	1	4	2
Union building—operations and program	1	------	3	7	2	3	14	4	5	------	2	8
Veterans affairs	------	------	4	1	2	------	8	------	6	1	2	7

TABLE 80.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Board of trustees	Business manager, vice-president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	367	-----	1	45	5	-----	1	7	-----	50	-----	-----	-----
Academic advisory program	367	7	7	125	-----	-----	2	24	2	2	-----	5	-----
Campus security	367	33	9	7	3	126	5	23	3	-----	-----	-----	-----
Concert and lecture services	367	21	11	28	1	-----	4	19	2	-----	-----	-----	-----
Counseling services	367	2	4	44	-----	-----	5	88	5	1	-----	41	-----
Discipline	367	2	1	26	-----	-----	12	74	8	-----	-----	-----	-----
Academic and department clubs	367	13	9	48	1	-----	2	51	5	-----	-----	-----	-----
Convocations	367	19	6	57	2	-----	1	14	2	-----	-----	-----	-----
Fraternities and sororities	367	200	1	6	4	-----	4	39	3	-----	-----	-----	-----
Intercollegiate athletics	367	67	1	5	4	-----	2	11	-----	-----	95	-----	-----
Intramural athletics	367	27	-----	7	2	-----	7	19	2	-----	128	-----	-----
Student government groups	367	9	-----	14	1	-----	18	77	12	-----	1	1	-----
Student publications	367	10	3	16	4	-----	5	38	-----	-----	-----	-----	-----
Other extracurricular activities	367	75	23	3	1	-----	13	76	9	-----	-----	-----	-----
Financial aid, loans scholarships, etc	367	4	-----	21	6	35	3	32	2	5	-----	-----	20
Foreign student counseling	367	70	3	34	-----	-----	8	67	5	4	-----	8	1
Freshman orientation	367	6	1	48	-----	1	5	80	12	8	-----	13	-----
Food services	367	21	2	3	7	114	1	14	3	-----	-----	-----	1
Health services	367	43	2	11	7	10	5	78	7	-----	-----	1	-----
Housing program	367	36	1	7	9	14	15	82	17	1	-----	-----	-----
Job placement	367	14	6	17	1	5	9	69	2	2	-----	6	2
Religious activities	367	47	11	9	5	-----	-----	34	3	-----	-----	1	-----
Remedial clinics (speech, reading, etc.)	367	151	6	70	2	-----	-----	9	-----	1	-----	6	-----
Registration and records	367	-----	-----	86	-----	-----	1	8	1	18	-----	-----	-----
Student activity calendar	367	7	3	14	-----	-----	14	105	37	2	-----	2	-----
Student recruitment	367	13	2	25	2	-----	1	29	-----	84	-----	-----	-----
Testing program	367	16	4	58	1	1	3	54	3	5	-----	37	-----
Union building—operations and program	367	139	2	-----	3	32	7	29	5	-----	-----	-----	-----
Veterans affairs	367	76	6	42	1	27	16	30	-----	10	-----	4	2

TABLE 80.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of food services	Director of health services	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council	Registrar
1	15	16	17	18	19	20	21	22	23	24	25	26	27
Admissions	------	------	----	------	------	------	----	74	2	------	15	39	17
Academic advisory program	------	------	----	------	------	------	----	78	2	------	9	22	2
Campus security	------	------	----	------	------	------	----	6	------	------	41	53	1
Concert and lecture services	------	------	1	1	------	------	----	45	23	------	27	32	----
Counseling services	------	------	1	1	------	------	5	27	1	------	14	29	2
Discipline	------	------	----	------	------	------	----	24	1	------	33	43	----
Academic and department clubs	------	------	----	------	1	2	----	56	38	------	8	24	1
Convocations	------	------	----	12	------	------	----	35	19	------	66	34	2
Fraternities and sororities	------	------	----	------	------	------	----	21	3	------	4	22	----
Intercollegiate athletics	------	------	----	------	------	------	----	46	12	------	17	28	----
Intramural athletics	------	1	----	------	------	1	----	36	25	------	12	18	----
Student government groups	------	------	----	------	------	------	----	33	5	------	11	31	1
Student publications	------	------	1	------	------	------	----	34	53	------	10	30	----
Other extracurricular activities	------	------	----	------	1	1	----	30	11	------	5	23	----
Financial aid, loans scholarships, etc	------	------	----	------	------	------	----	24	2	------	28	44	2
Foreign student counseling	------	------	----	1	------	------	----	17	11	35	12	22	9
Freshman orientation	------	------	----	------	------	------	2	27	3	------	8	24	4
Food services	68	------	----	------	------	4	----	3	------	------	24	30	1
Health services	------	61	----	------	------	------	----	9	4	------	23	35	----
Housing program	------	------	----	------	------	------	----	5	------	------	23	38	3
Job placement	------	------	82	------	------	------	1	15	8	------	20	21	7
Religious activities	------	------	1	83	------	------	----	21	4	------	30	20	----
Remedial clinics (speech, reading, etc.)	------	------	----	------	------	------	5	24	27	------	6	10	----
Registration and records	------	------	----	------	------	------	----	15	------	------	13	31	142
Student activity calendar	------	------	----	1	------	6	----	13	1	------	17	26	3
Student recruitment	------	------	4	------	20	------	----	26	5	------	29	35	15
Testing program	------	------	1	------	------	------	40	27	6	------	7	28	7
Union building—operations and program	1	------	----	------	------	22	----	7	2	------	13	27	----
Veterans affairs	------	------	----	------	------	1	1	10	2	------	14	19	62

TABLE 80.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Student committee	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Group of student services administrators	Residual
1	28	29	30	31	32	33	34	35	36	37	38	39	40
Admissions	----	1	2	1	33	------	33	------	36	1	2	------	2
Academic advisory program	----	------	1	1	19	1	24	1	27	2	----	1	3
Campus security	1	------	6	------	3	1	13	1	3	------	1	2	26
Concert and lecture services	4	8	7	26	25	3	10	4	56	1	----	------	8
Counseling services	----	------	3	3	12	2	38	1	13	11	11	1	2
Discipline	4	7	4	16	13	8	36	13	15	16	6	2	3
Academic and department clubs	8	11	1	22	13	5	11	5	19	4	----	3	6
Convocations	1	5	3	15	17	6	12	8	19	1	----	1	10
Fraternities and sororities	5	4	2	5	3	1	3	6	12	8	2	4	5
Intercollegiate athletics	1	------	1	14	15	3	14	2	24	1	----	------	4
Intramural athletics	7	7	1	17	9	3	6	4	20	1	----	------	7
Student government groups	14	38	1	10	11	9	10	21	10	11	2	3	13
Student publications	24	23	1	32	15	9	3	6	32	2	----	1	15
Other extracurricular activities	9	12	------	18	7	4	6	7	15	7	----	3	8
Financial aid, loans scholarships, etc	----	------	5	3	35	4	47	------	29	2	----	1	13
Foreign student counseling	----	------	1	5	8	1	22	1	8	5	3	2	4
Freshman orientation	5	2	1	12	15	4	34	15	13	7	7	3	7
Food services	1	------	5	3	3	3	35	3	1	------	----	------	17
Health services	----	------	2	6	9	2	32	1	5	4	4	1	5
Housing program	----	------	5	3	6	1	36	2	5	21	11	2	24
Job placement	----	------	4	3	13	1	23	------	9	2	3	3	19
Religious activities	5	1	1	10	13	13	12	6	15	1	----	------	21
Remedial clinics (speech, reading, etc.)	1	------	------	------	10	------	10	------	10	2	1	------	16
Registration and records	----	------	4	------	6	------	35	------	6	------	----	------	1
Student activity calendar	9	19	4	12	7	7	9	14	5	5	1	3	21
Student recruitment	----	------	6	------	19	------	27	1	11	------	----	1	12
Testing program	----	------	1	1	17	1	29	------	13	3	1	2	1
Union building—operations and program	4	4	2	7	7	5	22	8	3	2	1	1	12
Veterans affairs	----	------	3	------	1	------	13	------	2	------	----	3	22

TABLE 81.—*Number of institutions of higher education with enrollments below 500, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	No provision for policy development or change	Academic dean or academic vice president	Board of trustees	Bus. manager, vice pres. for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of placement	Director of religious affairs	Director of student union
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Admissions	179	1	----	25	8	----	----	3	1	24	----	----	----	----	----	----	----
Academic advisory program	179	12	----	54	1	----	1	8	2	----	----	6	----	----	----	----	----
Campus security	179	40	3	6	5	35	2	6	----	1	----	----	----	----	----	----	----
Concert and lecture services	179	25	3	23	----	----	2	13	2	----	----	2	----	1	----	----	2
Counseling services	179	2	1	20	2	----	6	45	9	2	----	23	----	----	----	1	----
Discipline	179	2	----	21	1	----	4	24	7	----	----	1	----	----	----	----	----
Academic and department clubs	179	29	1	25	----	1	1	17	3	1	----	1	1	----	----	----	1
Convocations	179	35	1	18	1	1	1	12	1	1	----	1	----	----	----	3	1
Fraternities and sororities	179	132	2	1	1	----	----	11	1	----	----	----	----	----	----	----	1
Intercollegiate athletics	179	62	----	8	1	----	----	5	----	----	42	1	----	----	----	----	1
Intramural athletics	179	37	1	2	----	----	1	12	----	----	48	----	----	----	----	----	1
Student government groups	179	23	----	12	----	----	2	28	9	1	2	----	----	----	----	----	2
Student publications	179	22	1	14	----	1	1	12	----	----	----	1	----	----	----	----	2
Other extracurricular activities	179	57	1	5	----	----	1	19	2	1	----	1	----	----	----	----	2
Financial aid, loans, scholarships, etc.	179	17	----	16	8	16	3	11	----	7	----	1	----	----	----	----	----
Foreign student counseling	179	69	5	21	1	1	1	28	3	----	----	7	----	----	----	----	----
Freshman orientation	179	7	----	34	----	----	2	31	5	4	----	8	----	----	----	----	----
Food services	179	30	1	3	4	49	----	5	4	----	----	----	37	----	----	----	----
Health services	179	40	2	7	5	8	2	21	6	----	3	1	----	30	----	----	----
Housing program	179	46	1	6	6	19	3	25	9	2	----	----	1	----	1	----	----
Job placement	179	61	4	12	1	5	2	20	----	1	----	4	----	----	18	1	----
Religious activities	179	47	1	4	3	----	3	12	2	----	----	----	----	----	----	28	----
Remedial clinics (speech, reading, etc.)	179	76	4	28	1	----	----	5	3	1	----	4	----	----	----	----	----
Registration and records	179	----	----	42	1	----	----	9	----	11	----	----	----	----	----	----	----
Student activity calendar	179	9	----	23	----	1	5	41	7	----	----	3	----	----	----	1	2
Student recruitment	179	17	1	17	4	1	----	10	----	23	----	2	----	----	----	1	----
Testing program	179	11	1	38	1	----	3	30	3	2	----	16	----	----	----	----	----
Union building—operations and program	179	114	2	1	1	13	1	7	----	----	----	----	----	----	----	----	9
Veterans affairs	179	67	2	25	1	6	1	13	----	4	----	1	----	----	----	----	----

TABLE 81.—*Number of institutions of higher education with enrollments below 500, by titles of officers or groups making policy decisions for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of testing	Faculty (as a group)	Faculty (as an individual)	President (or chief administrator)	President's administrative council	Registrar	Student committee	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Administrator-faculty group	Business manager—chief student services officer	Group of administrators	Administrator—student group	Group of student services administrators	Residual
1	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35
Admissions	----	38	1	17	18	14	----	----	1	----	8	1	6	----	10	----	3
Academic advisory program	----	47	1	12	18	----	----	----	1	----	1	----	9	----	4	----	2
Campus security	----	4	----	35	18	----	----	----	2	----	----	----	2	----	----	----	20
Concert and lecture services	----	19	9	21	14	----	5	2	2	5	7	1	1	1	12	----	7
Counseling services	1	15	1	15	8	1	----	----	----	----	6	1	7	----	6	1	6
Discipline	----	24	3	25	20	2	2	4	2	1	7	2	11	4	7	----	5
Academic and department clubs	----	42	15	9	6	----	2	3	----	5	1	2	2	4	2	1	4
Convocations	----	25	6	35	17	1	----	1	3	3	2	----	5	2	1	----	2
Fraternities and sororities	----	11	3	3	3	----	1	2	----	----	1	1	2	1	----	----	2
Intercollegiate athletics	----	15	5	7	13	----	----	----	----	----	4	2	2	2	5	----	4
Intramural athletics	----	18	12	7	10	----	4	2	----	3	1	1	2	6	6	----	5
Student government groups	----	18	6	12	18	----	4	17	2	----	2	4	3	6	2	1	5
Student publications	----	21	26	11	13	----	10	11	2	9	5	----	2	2	5	1	7
Other extracurricular activities	----	20	13	9	9	----	3	7	----	4	2	4	1	3	1	1	13
Financial aid, loans, scholarships, etc	----	9	2	20	19	2	----	----	1	----	10	----	14	----	10	2	11
Foreign student counseling	----	10	4	7	5	4	----	----	----	----	1	----	4	----	----	2	6
Freshman orientation	----	22	3	9	14	6	1	----	----	1	6	1	10	7	3	1	4
Food services	----	2	----	22	11	----	----	----	2	----	----	----	7	----	----	1	1
Health services	----	5	----	19	9	----	----	----	1	----	2	----	8	----	1	2	7
Housing program	----	2	----	17	12	1	----	----	----	----	1	----	8	----	2	1	16
Job placement	----	6	4	11	7	2	----	----	----	----	4	----	6	----	3	1	6
Religious activities	----	16	6	18	9	----	1	1	1	4	1	1	7	1	5	1	7
Remedial clinics (speech, reading, etc.)	----	13	15	8	5	----	----	----	----	----	7	----	1	----	1	----	9
Registration and records	----	10	----	17	9	63	----	----	----	----	3	----	12	----	2	----	----
Student activity calendar	----	14	4	12	11	8	4	9	----	3	1	2	2	6	3	2	6
Student recruitment	----	6	1	32	18	9	2	----	3	----	3	----	8	----	3	----	18
Testing program	15	12	2	9	6	7	1	----	1	----	5	----	8	----	4	1	3
Union building—operations and program	----	3	1	3	8	----	----	2	1	----	----	1	------	3	----	1	8
Veterans affairs	----	5	1	16	5	25	----	----	2	----	----	----	2	----	----	1	2

TABLE 82.—*Number of institutions of higher education, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	723	1	----	50	2	1	22	3	427	1	6	----	----
Academic advisory program	723	22	3	321	1	4	66	5	8	----	37	----	----
Campus security	723	80	26	7	265	24	46	9	1	----	----	1	----
Concert and lecture services	723	63	20	70	5	11	66	14	----	----	4	----	----
Counseling services	723	5	5	39	----	14	142	17	6	----	248	----	----
Discipline	723	5	----	51	----	45	186	22	----	----	3	----	----
Academic and department clubs	723	49	17	65	----	19	84	26	3	----	3	----	1
Convocations	723	81	12	107	3	13	59	6	1	----	2	----	----
Fraternities and sororities	723	368	4	13	----	22	83	13	1	----	----	----	----
Intercollegiate athletics	723	138	2	7	1	5	11	1	----	448	1	----	----
Intramural athletics	723	71	3	4	----	12	20	4	1	342	1	----	----
Student government groups	723	36	2	17	1	40	150	24	1	2	2	----	----
Student publications	723	36	8	17	2	11	75	4	----	----	2	----	----
Other extracurricular activities	723	165	54	7	----	22	122	16	2	----	1	----	----
Financial aid, loans, scholarships, etc.	723	21	1	34	91	20	87	10	29	----	9	129	----
Foreign student counseling	723	151	4	41	1	26	97	19	9	----	36	3	----
Freshman orientation	723	13	3	73	2	24	146	35	28	1	63	----	1
Food services	723	59	4	1	149	4	14	5	1	----	2	----	369
Health services	723	90	2	10	21	9	82	19	1	9	4	----	2
Housing program	723	102	----	11	40	26	121	36	3	1	5	----	----
Job placement	723	81	6	22	10	16	76	7	6	----	26	4	----
Religious activities	723	142	14	9	----	9	45	7	----	----	4	----	----
Remedial clinics (speech, reading, etc.)	723	263	16	72	----	----	22	----	3	----	40	----	----
Registration and records	723	----	----	72	1	2	23	3	52	----	4	----	----
Student activity calendar	723	21	2	36	3	34	152	107	1	----	6	----	----
Student recruitment	723	51	7	25	----	4	46	4	287	2	11	1	----
Testing program	723	35	2	57	1	12	91	10	24	1	144	----	1
Union building—operations and program	723	290	4	3	40	15	43	9	----	----	1	----	7
Veterans affairs	723	155	4	57	47	39	65	----	31	----	11	4	----

TABLE 82.—*Number of institutions of higher education, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign-student adviser	President (or chief administrator)	Registrar	Student committee
1	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Admissions	----	1	----	----	----	----	1	----	2	2	----	14	103	----
Academic advisory program	----	----	----	----	----	----	----	----	94	18	----	15	21	----
Campus security	1	2	----	----	----	----	----	----	3	1	----	50	2	1
Concert and lecture services	----	1	1	9	----	15	----	----	31	116	----	33	----	11
Counseling services	1	----	1	3	----	----	14	----	28	9	----	4	2	----
Discipline	----	4	----	----	----	----	----	----	12	5	----	34	4	7
Academic and department clubs	----	1	----	----	1	9	----	----	60	145	----	8	1	23
Convocations	----	1	----	32	----	8	----	----	23	65	----	99	6	6
Fraternities and sororities	----	3	----	----	----	1	----	----	5	21	1	5	----	14
Intercollegiate athletics	----	----	----	----	----	1	----	----	3	33	----	6	----	2
Intramural athletics	1	1	----	----	----	2	----	----	9	104	----	5	----	22
Student government groups	----	1	----	----	1	9	----	----	4	31	----	15	4	27
Student publications	----	----	1	----	----	7	----	----	13	170	----	13	----	92
Other extracurricular activities	----	1	----	1	1	17	----	----	15	56	----	4	----	32
Financial aid, loans scholarships, etc	----	----	3	----	----	----	----	1	3	16	----	34	8	1
Foreign student counseling	----	1	----	5	----	----	----	----	6	39	158	13	26	1
Freshman orientation	----	2	----	2	----	1	6	----	30	14	----	6	13	20
Food services	----	9	----	----	----	17	----	----	----	5	----	14	----	----
Health services	359	2	----	1	----	----	----	----	1	12	----	17	----	----
Housing program	1	143	1	----	----	----	----	----	----	3	----	9	3	----
Job placement	----	1	303	1	2	----	1	----	3	26	----	11	14	----
Religious activities	----	1	----	253	----	1	----	1	14	34	----	19	----	14
Remedial clinics (speech, reading, etc.)	----	----	1	----	----	----	14	----	27	122	----	7	1	1
Registration and records	----	----	----	----	----	1	----	----	2	2	----	6	510	----
Student activity calendar	----	2	----	1	1	46	----	----	7	12	----	14	14	29
Student recruitment	----	----	9	----	69	1	1	----	13	14	----	22	34	----
Testing program	----	----	4	----	----	----	182	----	14	30	----	3	19	----
Union building—operations and program	----	3	----	----	1	168	----	----	----	6	----	10	1	13
Veterans affairs	----	----	1	----	----	2	3	73	----	9	2	10	155	----

TABLE 82.—*Number of institutions of higher education, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Student council president	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Group of student services administrators	Dean of students	Security officer (chief)	Residual
1	29	30	31	32	33	34	35	36	37	38	39	40	41	42
Admissions	----	----	4	----	17	45	----	6	1	5	1	----	----	8
Academic advisory program	----	1	1	----	22	36	----	24	5	4	2	----	1	12
Campus security	----	----	15	1	1	26	3	2	2	2	1	96	1	54
Concert and lecture services	----	19	12	45	26	10	5	61	5	----	1	----	9	60
Counseling services	----	1	2	----	34	65	1	15	29	22	1	----	----	15
Discipline	1	19	8	24	17	67	26	15	91	31	8	----	2	36
Academic and department clubs	2	18	3	37	16	13	8	41	19	4	4	----	15	28
Convocations	2	9	16	29	13	23	10	30	3	----	2	----	8	54
Fraternities and sororities	1	5	1	9	3	14	6	6	86	13	3	----	8	14
Intercollegiate athlitics	----	----	1	8	8	10	2	22	1	----	----	1	2	9
Intramural athletics	3	10	1	20	5	8	11	37	5	----	1	----	5	15
Student government groups	60	113	3	16	13	18	34	9	37	15	5	----	16	17
Student publications	6	35	7	58	17	7	11	42	9	----	4	----	10	66
Other extracurricular activities	8	29	4	15	12	12	14	14	30	9	3	----	28	29
Financial aid, loans, scholarships, etc	----	----	6	----	28	83	----	28	8	4	3	----	3	63
Foreign student counseling	----	----	2	1	12	33	1	5	7	4	4	----	2	16
Freshman orientation	1	16	1	12	17	53	30	14	34	15	8	----	6	33
Food services	----	----	3	----	----	35	1	2	1	1	1	----	----	26
Health services	----	----	5	1	4	23	1	2	4	----	2	----	----	40
Housing program	----	----	3	1	3	61	2	4	90	20	4	----	1	29
Job placement	----	----	3	----	18	28	----	11	6	7	4	----	4	26
Religious activities	----	5	3	16	8	15	8	18	3	3	2	----	9	66
Remedial clinics (speech, reading, etc.)	----	----	----	1	10	9	1	38	1	3	2	----	----	69
Registration and records	----	----	4	----	5	29	----	----	----	1	1	----	----	5
Student activity calendar	7	53	8	16	8	14	28	5	16	3	7	----	33	37
Student recruitment	----	1	10	----	16	38	2	7	2	5	1	----	----	40
Testing program	----	----	2	----	18	33	----	11	6	5	5	----	1	12
Union building—operations and program	----	6	1	3	3	32	16	----	6	1	1	----	10	30
Veterans affairs	----	----	5	1	----	23	----	1	3	----	3	----	2	17

TABLE 83.—*Number of public institutions, by titles of officers or groups administering officially approved policy for specified activties: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	297	------	------	15	------	------	13	------	164	----	6	----	------
Academic advisory program	297	11	2	116	------	1	33	2	2	----	28	----	------
Campus security	297	34	15	3	91	15	20	------	------	----	----	----	------
Concert and lecture services	297	39	9	19	2	7	25	5	------	----	4	----	------
Counseling services	297	2	1	14	------	4	60	------	2	----	132	----	------
Discipline	297	2	------	28	------	17	72	------	------	----	1	----	------
Academic and department clubs	297	25	8	17	------	8	31	15	2	----	3	----	------
Convocations	297	52	7	24	------	7	25	3	1	----	2	----	------
Fraternities and sororities	297	140	2	3	------	9	27	7	1	----	----	----	------
Intercollegiate athletics	297	24	1	4	------	3	5	1	------	211	1	----	------
Intramural athletics	297	33	2	4	------	6	7	1	1	136	1	----	------
Student government groups	297	10	------	6	1	23	56	2	1	1	2	----	------
Student publications	297	14	3	8	------	6	32	1	------	----	2	----	------
Other extracurricular activities	297	62	26	4	------	11	46	6	1	----	1	----	------
Financial aid, loans, scholarships, etc	297	5	1	11	25	13	49	6	3	----	9	58	------
Foreign student counseling	297	79	------	8	------	10	41	1	3	----	20	2	------
Freshman orientation	297	7	2	19	1	13	63	9	11	1	44	----	------
Food services	297	43	2	1	48	3	3	1	------	----	1	----	135
Health services	297	65	------	3	6	1	22	1	1	6	4	----	2
Housing program	297	73	------	5	9	6	29	6	1	1	4	----	------
Job placement	297	26	3	13	------	7	34	3	3	----	17	1	------
Religious activities	297	119	7	4	------	4	23	3	------	----	2	----	------
Remedial clinics (speech, reading, etc.)	297	98	6	30	------	------	12	------	1	----	19	----	------
Registration and records	297	------	------	28	1	2	16	------	36	----	4	----	------
Student activity calendar	297	10	------	16	1	19	54	42	1	----	4	----	------
Student recruitment	297	36	4	15	------	4	27	------	71	2	10	----	------
Testing program	297	12	------	7	1	5	45	4	12	----	80	----	------
Union building—operations and program	297	91	1	1	14	7	19	4	------	----	1	----	3
Veterans affairs	297	30	------	22	17	19	34	------	20	----	8	2	------

TABLE 83.—*Number of public institutions, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	Registrar	Student committee
1	15	16	17	18	19	20	21	22	23	24	25	26	27
Admissions	---	---	---	---	---	---	---	2	1	---	11	59	---
Academic advisory program	---	---	---	---	---	---	---	36	6	---	8	11	---
Campus security	---	---	---	---	---	---	---	2	---	---	27	2	1
Concert and lecture services	---	1	---	2	9	---	---	14	38	---	13	---	2
Counseling services	---	---	1	---	---	7	---	8	2	---	2	---	---
Discipline	---	1	---	---	---	---	---	6	1	---	18	3	2
Academic and department clubs	---	1	---	---	6	---	---	32	53	---	5	---	8
Convocations	---	1	---	4	5	---	---	11	26	---	30	3	2
Fraternities and sororities	---	2	---	---	1	---	---	1	7	1	2	---	8
Intercollegiate athletics	---	---	---	---	1	---	---	---	16	---	4	---	---
Intramural athletics	---	1	---	---	1	---	---	3	45	---	2	---	5
Student government groups	---	1	---	---	6	---	---	3	16	---	7	2	4
Student publications	---	---	1	---	2	---	---	7	78	---	4	---	32
Other extracurricular activities	---	1	---	---	9	---	---	6	24	---	3	---	8
Financial aid, loans, scholarships, etc	---	---	1	---	---	---	---	---	12	---	17	4	1
Foreign student counseling	---	1	---	---	---	---	---	1	15	66	6	7	1
Freshman orientation	---	2	---	---	---	3	---	9	9	---	2	4	2
Food services	---	6	---	---	13	---	---	---	2	---	9	---	---
Health services	144	---	---	---	---	---	---	1	6	---	6	---	---
Housing program	---	71	---	---	---	---	---	---	1	---	2	2	---
Job placement	---	1	121	---	---	---	---	3	13	---	7	5	---
Religious activities	---	1	---	38	1	---	---	6	20	---	1	---	8
Remedial clinics (speech, reading, etc.)	---	---	1	---	---	3	---	15	46	---	4	1	1
Registration and records	---	---	---	---	1	---	---	1	2	---	4	179	---
Student activity calendar	---	1	---	---	27	---	---	2	4	---	6	6	10
Student recruitment	---	---	6	---	---	---	---	9	10	---	11	15	---
Testing program	---	---	1	---	---	79	---	5	7	---	3	4	---
Union building—operations and program	---	2	---	---	93	---	---	---	4	---	4	1	4
Veterans affairs	---	---	1	---	2	2	34	---	7	2	7	62	---

TABLE 83.—*Number of public institutions, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Student council president	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Dean of students	Security officer (chief)	Residual
1	28	29	30	31	32	33	34	35	36	37	38	39	40
Admissions	----	----	3	----	2	16	----	----	1	2	----	----	2
Academic advisory program	----	----	----	----	8	15	----	5	3	----	----	1	9
Campus security	----	----	7	----	1	10	----	1	1	----	39	1	27
Concert and lecture services	----	10	5	26	7	2	1	22	2	----	----	6	27
Counseling services	----	----	2	----	10	18	----	4	12	11	----	----	5
Discipline	----	4	3	5	7	25	11	5	50	16	----	1	19
Academic and department clubs	----	6	1	16	10	3	2	9	14	2	----	10	10
Convocations	1	7	5	16	6	9	2	13	3	----	----	6	26
Fraternities and sororities	----	2	----	4	----	8	2	3	50	6	----	2	9
Intercollegiate athletics	----	----	----	5	3	5	----	7	1	----	----	2	3
Intramural athletics	3	3	----	7	1	4	3	16	1	----	----	5	6
Student government groups	23	41	1	6	7	11	16	5	18	9	----	10	9
Student publications	3	13	2	23	9	3	5	16	6	----	----	4	23
Other extracurricular activities	4	11	2	5	8	3	4	3	19	5	----	15	10
Financial aid, loans, scholarships, etc	----	----	2	----	13	24	----	7	6	2	----	3	25
Foreign student counseling	----	----	1	1	7	9	1	2	5	1	----	1	8
Freshman orientation	1	3	----	3	8	21	12	5	17	9	----	4	13
Food services	----	----	1	----	----	17	1	----	1	----	----	----	10
Health services	----	----	1	1	2	8	1	1	1	----	----	----	14
Housing program	----	----	----	----	1	25	----	3	37	7	----	1	13
Job placement	----	----	2	----	6	10	----	4	1	4	----	3	10
Religious activities	----	3	----	9	2	3	4	10	3	3	----	9	14
Remedial clinics (speech, reading, etc.)	----	----	----	----	7	2	1	23	1	1	----	----	25
Registration and records	----	----	3	----	4	13	----	----	----	----	----	----	3
Student activity calendar	2	16	2	5	2	6	13	2	13	2	----	18	13
Student recruitment	----	1	5	----	5	21	----	3	2	3	----	----	37
Testing program	----	----	1	----	5	12	----	2	4	2	----	----	6
Union building—operations and program	----	2	----	1	----	18	7	----	3	----	----	7	10
Veterans affairs	----	----	3	----	----	10	----	----	3	----	----	2	10

TABLE 84.—*Number of private institutions, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Admissions	426	1	---	35	2	1	9	3	263	1	---	---	---	---
Academic advisory program	426	11	1	205	1	3	33	3	6	---	9	---	---	---
Campus security	426	46	11	4	174	9	26	9	1	---	---	1	---	1
Concert and lecture services	426	24	11	51	3	4	41	9	---	---	---	---	---	---
Counseling services	426	3	4	25	---	10	82	17	4	---	116	---	---	1
Discipline	426	3	---	23	---	28	114	22	---	---	2	---	---	---
Academic and department clubs	426	24	9	48	---	11	53	11	1	---	---	---	1	---
Convocations	426	29	5	83	3	6	34	3	---	---	---	---	---	---
Fraternities and sororities	426	228	2	10	---	13	56	6	---	---	---	---	---	---
Intercollegiate athletics	426	114	1	3	1	2	6	---	---	237	---	---	---	---
Intramural athletics	426	38	1	---	---	6	13	3	---	206	---	---	---	1
Student government groups	426	26	2	11	---	17	94	22	---	1	---	---	---	---
Student publications	426	22	5	9	2	5	43	3	---	---	---	---	---	---
Other extracurricular activities	426	103	28	3	---	11	76	10	1	---	---	---	---	---
Financial aid, loans, scholarships, etc	426	16	---	23	66	7	38	4	26	---	---	71	---	---
Foreign-student counseling	426	72	4	33	1	16	56	18	6	---	16	1	---	---
Freshman orientation	426	6	1	54	1	11	83	26	17	---	19	---	1	---
Food services	426	16	2	---	101	1	11	4	1	---	1	---	234	---
Health services	426	25	2	7	15	8	60	18	---	3	---	---	---	215
Housing program	426	29	---	6	31	20	92	30	2	---	1	---	---	1
Job placement	426	55	3	9	10	9	42	4	3	---	9	3	---	---
Religious activities	426	23	7	5	---	5	22	4	---	---	2	---	---	---
Remedial clinics (speech, reading, etc.)	426	165	10	42	---	---	10	---	2	---	21	---	---	---
Registration and records	426	---	---	44	---	---	7	3	16	---	---	---	---	---
Student activity calendar	426	11	2	20	2	15	98	65	---	---	2	---	---	---
Student recruitment	426	15	3	10	---	---	19	4	216	---	1	1	---	---
Testing program	426	23	2	50	---	7	46	6	12	1	64	---	1	---
Union building—operations and program	426	199	3	2	26	8	24	5	---	---	---	---	4	---
Veterans affairs	426	125	4	35	30	20	31	---	11	---	3	2	---	---

TABLE 84.—*Number of private institutions, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of housing	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council	Registrar	Student committee
1	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Admissions	1	----	----	----	----	1	----	----	1	----	3	3	44	----
Academic advisory program	----	----	----	----	----	----	----	58	12	----	7	3	10	----
Campus security	2	----	----	----	----	----	----	1	1	----	23	5	----	----
Concert and lecture services	----	1	7	----	6	----	----	17	78	----	20	13	----	9
Counseling services	----	----	3	----	----	7	----	20	7	----	2	2	2	----
Discipline	3	----	----	----	----	----	----	6	4	----	16	11	1	5
Academic and department clubs	----	----	----	1	3	----	----	28	92	----	3	1	1	15
Convocations	----	----	28	----	3	----	----	12	39	----	69	7	3	4
Fraternities and sororities	1	----	----	----	----	----	----	4	14	----	3	1	----	6
Intercollegiate athletics	----	----	----	----	----	----	----	3	17	----	2	1	----	2
Intramural athletics	----	----	----	----	1	----	----	6	59	----	3	1	----	17
Student government groups	----	----	----	----	3	----	----	1	15	----	8	2	2	23
Student publications	----	----	----	----	5	----	----	6	92	----	9	6	----	30
Other extracurricular activities	----	----	1	1	8	----	----	9	32	----	1	3	----	24
Financial aid, loans, scholarships, etc	----	2	----	----	----	----	1	3	4	----	17	8	4	----
Foreign-student counseling	----	----	5	----	----	----	----	5	24	92	7	3	19	----
Freshman orientation	----	----	2	----	1	3	----	21	5	----	4	4	9	18
Food services	3	----	----	----	4	----	----	----	3	----	5	2	----	----
Health services	2	----	1	----	----	----	----	----	6	----	11	2	----	----
Housing program	72	1	----	----	----	----	----	----	2	----	7	2	1	----
Job placement	----	182	1	1	----	1	----	----	13	----	4	2	9	----
Religious activities	----	----	215	----	----	----	1	8	14	----	18	5	----	6
Remedial clinics (speech, reading, etc.)	----	----	----	----	----	11	----	12	76	----	3	2	----	----
Registration and records	----	----	----	----	----	----	----	1	----	----	2	1	331	----
Student activity calendar	1	----	1	1	19	----	----	5	8	----	8	6	8	19
Student recruitment	----	3	----	53	1	1	----	4	4	----	11	2	19	----
Testing program	----	3	----	----	----	103	----	9	23	----	----	1	15	----
Union building—operations and program	1	----	----	1	75	----	----	----	2	----	6	1	----	9
Veterans affairs	----	----	----	----	----	1	39	----	2	----	3	1	93	----

Table 84.—*Number of private institutions, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Student council president	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Marshal	Group of student services administrators	Dean of students	Security officer (chief)	Secretary of the university	Residual
1	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
Admissions	----	----	1	------	15	29	----	6	----	3	1	----	------	----	3
Academic advisory program	----	1	1	------	14	21	----	19	2	4	1	----	------	----	1
Campus security	----	----	8	1	------	16	3	1	1	2	1	57	------	----	22
Concert and lecture services	----	9	7	19	19	8	4	39	3	------	----	----	3	1	20
Counseling services	----	1	----	------	24	47	1	11	17	11	1	----	------	----	8
Discipline	1	15	5	19	10	42	15	10	41	15	4	----	1	----	10
Academic and department clubs	2	12	2	21	6	10	6	32	5	2	3	----	5	----	18
Convocations	1	2	11	13	7	14	8	17	----	------	1	----	2	7	15
Fraternities and sororities	1	3	1	5	3	6	4	3	36	7	2	----	6	1	4
Intercollegiate athletics	----	----	1	3	5	5	2	15	----	------	----	1	------	----	5
Intramural athletics	----	7	[illegible]	13	4	4	8	21	4	------	----	----	------	----	9
Student government groups	37	72	2	10	6	7	18	4	19	6	4	----	6	----	8
Student publications	3	22	5	35	8	4	6	26	3	------	3	----	6	----	38
Other extracurricular activities	4	18	2	10	4	9	10	11	11	4	2	----	13	----	17
Financial aid, loans, scholarships, etc	----	----	4	------	15	59	----	21	2	2	1	----	------	----	32
Foreign-student counseling	----	----	1	------	5	24	----	3	2	3	3	----	1	1	5
Freshman orientation	----	13	1	9	9	32	18	9	17	6	6	----	2	----	18
Food services	----	----	2	------	------	18	----	2	----	1	1	----	------	1	13
Health services	----	----	4	------	2	15	----	1	3	------	2	----	------	----	24
Housing program	----	----	3	1	2	36	2	1	53	13	4	----	------	----	14
Job placement	----	----	1	------	12	18	----	7	5	3	4	----	1	----	15
Religious activities	----	2	3	7	6	12	4	8	----	------	1	----	------	45	13
Remedial clinics (speech, reading, etc.)	----	----	----	1	3	7	----	15	----	2	2	----	------	----	42
Registration and records	----	----	1	------	1	16	----	------	----	1	1	----	------	----	1
Student activity calendar	5	37	6	11	6	8	15	3	3	1	5	----	15	----	20
Student recruitment	----	----	5	------	11	17	2	4	----	2	1	----	------	----	17
Testing program	----	----	1	------	13	21	----	9	2	3	5	----	1	----	5
Union building—operations and program	----	4	1	2	3	14	9	------	3	1	1	----	3	----	19
Veterans affairs	----	----	2	1	------	13	----	1	----	------	2	----	------	----	7

TABLE 85.—*Number of universities, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice-president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Admissions	73			1					61					
Academic advisory program	73	1		30		1	2				2			
Campus security	73	1			24	2	3							
Concert and lecture services	73	6	2	4		2	6							
Counseling services	73	1	1	1		1	2				47			
Discipline	73					7	17	1			1			
Academic and department clubs	73	4	3	4		3	6	1						
Convocations	73	10	2	6		1	6							
Fraternities and sororities	73	3	1			6	11	1						
Intercollegiate athletics	73	4					1			67				
Intramural athletics	73	3	1	2		1	1	1		35				
Student government groups	73	3				4	15	1						
Student publications	73	1	2	2		1	8							
Other extracurricular activities	73	10	8			3	15							
Financial aid, loans, scholarships, etc	73		1	1	1	2	7		2			38		
Foreign student counseling	73					5	7	3	1		3	1		
Freshman orientation	73	2	2	5		5	14	1	4		6			
Food services	73	2	1		10		1						44	
Health services	73				1	1	2							67
Housing program	73	2		1	2	1	4							
Job placement	73	3		1			2	1				1		
Religious activities	73	16	3	1		2	3							
Remedial clinics (speech, reading, etc.)	73	14	3	6					1		10			
Registration and records	73			3					4					
Student activity calendar	73	1				5	10	10						
Student recruitment	73	5	2	2		2	3		37					
Testing program	73	5		2		1	2		3		23			
Union building—operations and program	73	13			1		2							
Veteran affairs	73	7		2	5	4	8		1		1			

Table 85.—*Number of universities, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	Registrar	Student committee
1	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Admissions	----	----	----	----	----	----	1	----	1	----	----	----	4	----
Academic advisory program	----	----	----	----	----	----	----	----	12	6	----	1	----	----
Campus security	----	----	----	----	----	----	----	----	----	----	----	----	----	----
Concert and lecture services	----	----	1	----	----	12	----	----	2	6	----	----	----	----
Counseling services	----	1	----	----	----	----	1	----	2	1	----	----	----	----
Discipline	----	----	----	----	----	----	----	----	2	----	----	1	----	----
Academic and department clubs	----	----	----	----	----	2	----	----	5	14	----	----	----	1
Convocations	----	----	2	----	----	5	----	----	2	4	----	5	----	----
Fraternities and sororities	1	----	----	----	----	----	----	----	1	1	1	----	----	----
Intercollegiate athletics	----	----	----	----	----	----	----	----	----	----	----	----	----	----
Intramural athletics	----	----	----	----	----	1	----	----	1	17	----	----	----	1
Student government groups	----	----	----	----	----	2	----	----	----	1	----	----	----	4
Student publications	----	----	----	----	----	3	----	----	----	11	----	----	----	8
Other extracurricular activities	----	----	----	----	----	5	----	----	1	1	----	----	----	1
Financial aid, loans, scholarships, etc	----	----	----	----	----	----	----	1	----	----	----	----	----	----
Foreign student counseling	----	----	1	----	----	----	----	----	----	1	44	----	2	----
Freshman orientation	----	----	----	----	----	1	----	----	2	2	----	----	----	2
Food services	5	----	----	----	----	4	----	----	----	----	----	1	----	----
Health services	----	----	----	----	----	----	----	----	----	----	----	----	----	----
Housing program	40	----	----	----	----	----	----	----	----	----	----	----	----	----
Job placement	----	60	----	----	----	----	----	----	----	1	----	----	----	----
Religious activities	----	----	36	----	----	----	----	----	1	1	----	----	----	----
Remedial clinics (speech, reading, etc.)	----	1	----	8	----	----	2	----	7	8	----	----	----	----
Registration and records	----	----	----	----	----	----	----	----	----	----	----	----	64	----
Student activity calendar	----	----	----	----	----	17	----	----	----	1	----	----	----	3
Student recruitment	----	1	----	----	8	----	1	----	----	----	----	----	3	----
Testing program	----	1	----	----	----	----	30	----	1	----	----	----	----	----
Union building—operations and program	----	----	----	----	----	45	----	----	----	----	----	1	----	1
Veteran affairs	----	1	----	----	----	----	----	25	----	----	1	----	13	----

TABLE 85.—*Number of universities, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Student council president	Student council committee	Administrative vice president	Secondary responsibility	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator—student group	Group of faculty members	Marshal	Dean of students	Security officer (chief)	Residual
1	30	31	32	33	34	35	36	37	38	39	40	41	32	43
Admissions	----	----	1	----	----	----	1	----	----	1	2	----	----	----
Academic advisory program	----	----	----	----	----	----	2	----	2	1	1	----	1	2
Campus security	----	----	2	----	----	----	2	----	----	----	----	31	----	8
Concert and lecture services	----	3	2	1	6	5	3	2	4	1	----	----	2	3
Counseling services	----	----	----	----	----	2	6	----	1	2	2	----	----	2
Discipline	----	1	----	1	5	1	6	5	----	20	----	----	1	4
Academic and department clubs	----	----	----	2	5	3	2	1	7	5	----	----	3	2
Convocations	----	----	4	1	5	2	1	1	2	2	----	----	1	11
Fraternities and sororities	----	----	----	2	1	----	5	4	----	30	1	----	2	2
Intercollegiate athletics	----	----	----	----	----	----	1	----	----	----	----	----	----	----
Intramural athletics	----	----	----	----	1	----	1	1	4	1	----	----	----	1
Student government groups	5	9	----	1	1	----	6	6	----	11	----	----	3	1
Student publications	2	4	----	1	7	2	1	5	4	3	----	----	3	5
Other extracurricular activities	2	2	----	2	----	----	2	3	----	11	----	----	4	3
Financial aid, loans, scholarships, etc	----	----	----	----	----	2	3	----	3	3	2	----	1	6
Foreign student counseling	----	----	----	----	----	----	1	----	----	1	1	----	----	2
Freshman orientation	1	3	----	3	----	1	6	3	1	4	1	----	1	3
Food services	----	----	----	----	----	----	1	----	----	----	----	----	----	4
Health services	----	----	1	----	----	----	----	----	----	----	----	----	----	1
Housing program	----	----	----	----	----	1	7	----	----	11	2	----	----	2
Job placement	----	----	----	----	----	----	1	----	1	----	1	----	----	1
Religious activities	----	----	----	1	----	----	----	----	----	2	----	----	1	6
Remedial clinics (speech, reading. etc.)	----	----	----	----	----	2	----	----	8	1	2	----	----	----
Registration and records	----	----	2	----	----	----	----	----	----	----	----	----	----	----
Student activity calendar	----	5	1	2	1	----	1	4	----	6	----	----	4	2
Student recruitment	----	1	2	----	----	1	2	----	----	----	----	----	----	3
Testing program	----	----	----	----	----	----	2	----	----	2	1	----	----	----
Union building—operations and program	----	1	----	----	----	----	2	2	----	----	1	----	1	3
Veteran affairs	----	----	----	----	----	----	2	----	----	2	----	----	----	1

TABLE 86.—*Number of liberal arts colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services
1	2	3	4	5	6	7	8	9	1[illegible]	11	12	13	14
Admissions	345	---	---	17	---	1	5	2	221	1	---	---	---
Academic advisory program	345	6	1	165	1	1	29	1	6	---	12	---	---
Campus security	345	27	11	2	148	11	24	5		---	---	1	---
Concert and lecture services	345	7	9	34	4	3	26	5	---	---	1	---	---
Counseling services	345	3	2	18	---	5	69	9	3	---	105	---	---
Discipline	345	---	---	12	---	25	95	13	---	---	1	---	---
Academic and department clubs	345	7	7	34	---	10	46	9	---	---	---	---	1
Convocations	345	16	5	63	2	6	24	2	---	---	---	---	---
Fraternities and sororities	345	172	2	7	---	12	43	6	---	---	---	---	---
Intercollegiate athletics	345	73	1	2	1	1	3	---	---	205	---	---	---
Intramural athletics	345	19	1	---	---	5	7	1	1	161	---	---	---
Student government groups	345	9	2	7	---	14	81	11	---	1	---	---	---
Student publications	345	8	5	3	2	4	34	2	---	---	---	---	---
Other extracurricular activities	345	80	27	1	---	10	58	8	1	---	---	---	---
Financial aid, loans, scholarships, etc	345	3	---	16	49	7	33	4	17	---	---	63	---
Foreign-student counseling	345	49	4	23	---	13	44	12	6	---	12	1	---
Freshman orientation	345	4	---	30	---	9	73	18	18	---	21	---	1
Food services	345	7	1	---	78	1	8	2	1	---	1	---	202
Health services	345	12	1	4	14	6	49	16	---	1	---	---	---
Housing program	345	13	---	3	23	19	72	16	2	---	---	---	---
Job placement	345	20	3	8	7	8	36	3	2	---	7	2	---
Religious activities	345	10	6	2	---	3	16	4	---	---	1	---	---
Remedial clinics (speech, reading, etc.)	345	125	7	31	---	---	7	---	1	---	22	---	---
Registration and records	345	---	---	21	---	---	4	1	18	---	---	---	---
Student activity calendar	345	4	2	9	2	13	74	50	1	---	2	---	---
Student recruitment	345	14	2	4	---	---	16	2	177	---	1	1	---
Testing program	345	17	2	25	---	4	42	6	10	---	56	---	---
Union building—operations and program	345	143	3	1	19	7	22	3	---	---	---	---	4
Veterans affairs	345	85	4	21	24	17	23	---	13	---	7	2	---

TABLE 86.—*Number of liberal arts colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)	President's administrative council	Registrar
1	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Admissions	----	1	----	----	----	----	----	----	----	----	----	2	2	44
Academic advisory program	----	----	----	----	----	----	----	----	46	9	----	5	2	10
Campus security	1	2	----	----	----	----	----	----	1	----	----	10	2	1
Concert and lecture services	----	----	1	7	----	1	----	----	16	74	----	21	11	----
Counseling services	1	----	----	1	----	----	9	----	15	2	----	1	1	1
Discipline	----	3	----	----	----	----	----	----	6	3	----	7	9	----
Academic and department clubs	----	----	----	----	1	3	----	----	28	79	----	2	1	1
Convocations	----	----	----	24	----	----	----	----	8	35	----	56	6	4
Fraternities and sororities	----	1	----	----	----	----	----	----	3	14	----	3	1	----
Intercollegiate athletics	----	----	----	----	----	----	----	----	3	14	----	3	1	----
Intramural athletics	1	----	----	----	----	1	----	----	7	52	----	3	1	----
Student government groups	----	----	----	----	1	3	----	----	1	11	----	6	2	2
Student publications	----	----	1	----	----	3	----	----	6	67	----	8	6	----
Other extracurricular activities	----	----	----	----	1	6	----	----	6	25	----	2	2	----
Financial aid, loans, scholarships, etc	----	----	2	----	----	----	----	----	3	4	----	12	6	3
Foreign-student counseling	----	1	----	4	----	----	----	----	3	23	81	3	2	18
Freshman orientation	----	----	----	2	----	----	4	----	12	4	----	2	2	7
Food services	----	2	----	----	----	4	----	----	----	3	----	2	2	----
Health services	185	2	----	----	----	----	----	----	----	4	----	7	2	----
Housing program	1	66	1	----	----	----	----	----	----	1	----	5	1	----
Job placement	----	----	169	1	1	----	1	----	----	11	----	2	1	9
Religious activities	----	----	----	173	----	----	----	1	5	17	----	11	3	----
Remedial clinics (speech, reading, etc.)	----	----	----	----	----	----	9	----	9	63	----	1	2	----
Registration and records	----	----	----	----	----	----	----	----	----	----	----	1	1	282
Student activity calendar	----	1	----	----	1	19	----	----	3	5	----	6	1	9
Student recruitment	----	----	4	----	40	1	----	----	6	5	----	6	1	17
Testing program	----	----	3	----	----	----	95	----	4	19	----	----	1	9
Union building—operations and program	----	1	----	----	1	74	----	----	----	2	----	5	----	----
Veterans affairs	----	----	----	----	----	----	3	33	----	4	----	1	1	80

TABLE 86.—*Number of liberal arts colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Student committee	Student council president	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Dean of students	Security officer (chief)	Secretary of the university	Residual
1	29	30	31	32	33	34	35	36	37	38	39	40	41	42
Admissions	---	---	---	1	---	13	27	---	5	---	---	---	---	3
Academic advisory program	---	---	---	1	---	14	18	---	11	2	---	---	---	5
Campus security	---	---	---	6	1	---	18	3	2	1	44	1	---	22
Concert and lecture services	9	---	10	5	19	16	5	3	31	3	---	4	1	16
Counseling services	---	---	1	---	---	19	42	1	10	15	---	---	---	12
Discipline	7	---	14	3	17	8	40	15	8	35	---	1	---	23
Academic and department clubs	16	2	12	3	20	5	7	3	24	3	---	4	---	17
Convocations	4	1	3	8	16	8	14	5	16	---	---	3	5	11
Fraternities and sororities	7	1	2	1	5	2	6	2	4	33	---	4	1	13
Intercollegiate athletics	2	---	---	1	3	6	5	2	13	---	1	---	---	5
Intramural athletics	17	---	8	1	13	4	4	7	20	3	---	1	---	7
Student government groups	16	35	64	3	9	8	7	16	4	15	---	4	---	13
Student publications	55	2	20	6	36	5	4	4	22	4	---	4	---	34
Other extracurricular activities	19	2	17	3	11	2	8	7	9	9	---	13	---	18
Financial aid, loan, scholarships, etc	---	---	---	3	---	15	52	---	20	2	---	---	---	31
Foreign-student counseling	---	---	---	2	---	4	22	---	3	4	---	1	1	9
Freshman orientation	16	---	11	---	8	9	28	18	5	15	---	3	---	25
Food services	---	---	---	---	---	---	16	---	1	---	---	---	---	14
Health services	---	---	---	2	---	1	15	---	1	3	---	---	---	20
Housing program	---	---	---	2	---	1	37	1	1	52	---	1	---	27
Job placement	---	---	---	2	---	10	17	---	5	4	---	3	---	13
Religious activities	8	---	3	2	8	5	10	5	10	---	---	1	36	5
Remedial clinics (speech, reading, etc.)	---	---	---	---	1	4	7	---	17	---	---	---	---	39
Registration and records	---	---	---	1	---	3	12	---	---	---	---	---	---	1
Student activity calendar	16	4	30	4	10	4	6	14	2	5	---	16	---	23
Student recruitment	---	---	---	5	---	8	16	---	2	---	---	---	---	17
Testing program	---	---	---	1	---	14	18	---	7	3	---	---	---	9
Union building—operations and program	7	---	4	1	2	3	14	7	---	4	---	3	---	15
Veterans affairs	---	---	---	2	1	---	14	---	1	---	---	1	---	8

TABLE 87.—*Number of teachers colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	92	------	------	3	------	------	3	1	59	----	----	----	------
Academic advisory program	92	1	------	40	------	1	12	------	------	----	8	----	------
Campus security	92	7	3	------	37	5	4	------	------	----	----	----	------
Concert and lecture services	92	6	2	6	------	2	6	2	------	----	----	----	------
Counseling services	92	1	1	5	------	2	26	2	1	----	26	----	------
Discipline	92	------	------	4	------	3	25	1	------	----	----	----	------
Academic and department clubs	92	6	3	5	------	------	6	6	1	----	----	----	------
Convocations	92	9	3	14	------	1	11	1	------	----	----	----	------
Fraternties and sororities	92	34	------	1	------	1	11	5	1	----	----	----	------
Intercollegiate athletics	92	12	1	------	------	1	1	1	------	61	----	----	------
Intramural athletics	92	9	1	------	------	------	3	1	------	44	----	----	------
Student government groups	92	4	------	1	1	5	20	2	------	----	----	----	------
Student publications	92	7	1	1	------	1	7	1	------	----	----	----	------
Other extracurricular activities	92	16	13	1	------	3	11	3	------	----	----	----	------
Financial aid, loans, scholarships, etc	92	2	------	1	5	5	13	2	1	----	1	22	------
Foreign student counseling	92	21	------	4	------	3	13	------	------	----	3	1	------
Freshman orientation	92	1	------	6	------	5	20	5	5	1	5	----	------
Food services	92	5	------	------	18	1	------	------	------	----	----	----	41
Health services	92	6	------	2	1	------	10	2	------	1	1	----	2
Housing program	92	6	------	2	2	1	14	9	------	----	----	----	------
Job placement	92	7	------	2	------	1	9	------	------	----	----	1	------
Religious activities	92	19	2	2	------	2	11	2	------	----	----	----	------
Remedial clinics (speech, reading, etc.)	92	25	4	9	------	------	2	------	------	----	3	----	------
Registration and records	92	------	------	7	------	1	------	------	11	----	----	----	------
Student activity calendar	92	3	------	3	------	5	216	21	------	----	1	----	------
Student recruitment	92	4	------	2	------	------	5	------	23	1	----	----	------
Testing program	92	4	------	7	------	2	16	------	4	----	14	----	------
Union building—operations and program	92	20	------	------	7	2	1	2	------	----	1	----	2
Veterans affairs	92	14	------	4	9	8	10	------	6	----	----	2	------

TABLE 87.—*Number of teachers colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	Foreign-student adviser	President (or chief administrator)	Registrar
1	15	16	17	18	19	20	21	22	23	24	25	26	27
Admissions												2	15
Academic advisory program									10	1			2
Campus security									1			7	
Concert and lecture services		1							4	14		1	
Counseling services								2	1	1			
Discipline		1								2		4	
Academic and department clubs		1					2		10	15		1	
Convocations		1		1					1	11		7	1
Fraternities and sororities		1								1		2	
Intercollegiate athletics										4		1	
Intramural athletics		1								13		1	
Student government groups		1								3			
Student publications									1	21			
Other extracurricular activities		1					4			6			
Financial aid, loans, scholarships, etc			1							3		1	1
Foreign student counseling									1	7	11	2	4
Freshman orientation		2						2	2	1			1
Food services		2					5					1	
Health services	47			1						2		2	
Housing program		19										1	
Job placement			49			1				1		3	1
Religious activities		1		10			1		1	4		1	
Remedial clinics (speech, reading, etc.)					11			1	2	21			
Registration and records							1						60
Student activity calendar		1					5					1	2
Student recruitment			4			12			3	1		3	2
Testing program								24	1	3			4
Union building—operations and program		1					27			1		1	
Veterans affairs							1			2			21

TABLE 87.—*Number of teachers colleges, by titles of offic..s or groups administering officially approved policy for specified activities. Aggregate U.S., 1962–63*—Con.

Activity or function	Student committee	Student council president	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator—student group	Group of faculty members	Marshal	Dean of students	Residual
1	28	29	30	31	32	33	34	35	36	37	38	39	40
Admissions	---	---	---	1	---	2	6	---	---	---	---	---	---
Academic advisory program	---	---	---	---	---	5	7	---	3	1	1	---	---
Campus security	---	---	---	4	---	1	2	---	---	---	---	12	9
Concert and lecture services	1	---	1	2	15	2	1	---	16	---	---	---	10
Counseling services	---	---	---	---	---	3	6	---	1	5	8	---	1
Discipline	---	---	1	2	---	1	8	5	3	14	15	---	3
Academic and department clubs	3	---	3	---	7	5	1	1	2	4	2	---	8
Convocations	---	---	3	2	5	2	2	2	5	---	---	---	10
Fraternities and sororities	7	---	---	---	3	---	---	---	1	16	6	---	2
Intercollegiate athletics	---	---	---	---	3	1	1	---	4	---	---	---	1
Intramural athletics	1	---	1	---	3	---	1	3	6	---	---	---	4
Student government groups	2	7	13	---	2	4	1	8	1	3	7	---	7
Student publications	12	---	3	1	10	3	---	1	6	1	---	---	15
Other extracurricular activities	2	1	3	---	2	7	---	3	---	3	4	---	9
Financial aid, loans, scholarships, etc	---	---	---	---	---	6	13	---	1	2	1	---	11
Foreign student counseling	1	---	---	---	1	5	8	---	1	2	1	---	3
Freshman orientation	1	---	---	---	2	2	8	6	---	6	7	---	4
Food services	---	---	---	2	---	---	12	---	---	1	---	---	4
Health services	---	---	---	1	---	2	7	---	---	1	---	---	4
Housing program	---	---	---	1	---	1	12	---	---	17	4	---	3
Job placement	---	---	---	---	---	3	5	---	1	1	1	---	6
Religious activities	5	---	1	---	5	2	3	3	4	1	2	---	10
Remedial clinics (speech, reading, etc.)	1	---	---	---	---	2	2	1	6	---	1	---	1
Registration and records	---	---	---	---	---	1	10	---	---	---	---	---	1
Student activity calendar	5	1	6	---	2	2	2	5	---	3	---	---	8
Student recruitment	---	---	---	1	---	2	5	1	---	---	1	---	12
Testing program	---	---	---	---	---	1	8	---	---	1	1	---	2
Union building—operations and program	1	---	---	---	1	---	9	6	---	2	---	---	8
Veterans affairs	---	---	---	1	---	---	5	---	---	---	---	---	9

TABLE 88.—*Number of junior colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of housing
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	213	1	29	2	------	14	------	86	------	6	----	----	------
Academic advisory program	213	14	77	------	1	23	4	2	------	15	----	----	------
Campus security	213	45	5	56	6	15	4	------	------	----	----	----	------
Concert and lecture services	213	44	26	1	4	28	7	------	------	3	----	----	------
Counseling services	213	------	15	------	6	45	6	2	------	70	----	----	------
Discipline	213	5	35	------	10	49	7	------	------	1	----	----	------
Academic and department clubs	213	32	22	------	6	26	10	2	------	3	----	----	------
Convocations	213	46	24	1	5	18	3	1	------	2	----	----	------
Fraternities and sororities	213	159	5	------	3	18	1	------	------	----	----	----	------
Intercollegiate athletics	213	49	5	------	3	6	------	------	115	1	----	----	------
Intramural athletics	213	40	2	------	6	9	1	------	102	1	----	----	------
Student government groups	213	20	9	------	17	34	10	1	1	2	----	----	------
Student publications	213	20	11	------	5	26	1	------	------	2	----	----	------
Other extracurricular activities	213	59	5	------	6	38	5	1	------	1	----	----	------
Financial aid, loans, scholarships, etc	213	16	16	36	6	34	4	9	------	8	----	----	------
Foreign student counseling	213	81	14	1	5	33	4	2	------	18	----	----	------
Freshman orientation	213	6	32	2	5	39	11	1	------	31	----	----	------
Food services	213	45	1	43	2	5	3	------	------	1	82	----	------
Health services	213	72	4	5	2	21	1	1	7	3	----	60	------
Housing program	213	81	5	13	5	31	11	1	1	5	----	----	18
Job placement	213	51	11	3	7	29	3	4	------	19	----	----	1
Religious activities	213	97	4	------	2	15	1	------	------	3	----	----	------
Remedial clinics (speech, reading, etc)	213	99	26	------	------	13	------	1	------	5	----	----	------
Registration and records	213	------	41	1	1	19	2	19	------	4	----	----	------
Student activity calendar	213	13	24	1	11	52	17	------	------	3	----	----	------
Student recruitment	213	28	17	------	2	22	2	40	1	10	----	----	------
Testing program	213	9	23	1	5	31	4	7	1	51	1	----	------
Union building—operations and program	213	114	2	13	6	18	4	------	------	----	1	----	1
Veterans affairs	213	49	30	9	10	24	------	11	------	3	----	----	------

TABLE 88.—*Number of junior colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Director of placement	Director of religious affairs	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	Foreign-student adviser	President or chief administrator	President's administrative council	Registrar	Student committee	Student council president	Student council committee
1	15	16	17	18	19	20	21	22	23	24	25	26	27
Admissions	------	------	------	------	1	2	------	10	1	40	------	------	------
Academic advisory program	------	------	------	------	26	2	------	9	4	9	------	------	1
Campus security	------	------	------	------	1	1	------	33	4	1	1	------	------
Concert and lecture services	------	1	2	------	9	22	------	11	7	------	1	------	5
Counseling services	------	2	------	2	10	5	------	3	1	1	------	------	------
Discipline	------	------	------	------	4	------	------	22	8	4	------	1	3
Academic and department clubs	------	------	2	------	17	37	------	5	------	------	3	------	3
Convocations	------	5	3	------	12	15	------	31	4	1	2	1	3
Fraternities and sororities	------	------	1	------	1	5	------	------	------	------	------	------	3
Intercollegiate athletics	------	------	1	------	------	15	------	2	------	------	------	------	------
Intramural athletics	------	------	------	------	1	22	------	1	------	------	3	3	1
Student government groups	------	------	4	------	3	16	------	9	1	2	5	13	27
Student publications	------	------	1	------	6	71	------	5	1	------	17	2	8
Other extracurricular activities	------	1	2	------	8	24	------	2	1	------	10	3	7
Financial aid, loans, scholarships, etc	------	------	------	------	------	9	------	21	2	4	1	------	------
Foreign student counseling	------	------	------	------	2	8	22	8	------	2	------	------	------
Freshman orientation	------	------	------	------	14	7	------	4	1	5	1	------	2
Food services	------	------	4	------	------	2	------	10	------	------	------	------	------
Health services	------	------	------	------	1	6	------	8	------	------	------	------	------
Housing program	------	------	------	------	------	2	------	3	1	3	------	------	------
Job placement	25	------	------	------	3	13	------	6	2	4	------	------	------
Religious activities	------	34	------	------	7	12	------	7	2	------	1	------	1
Remedial clinics (speech, reading, etc.)	------	------	------	2	9	30	------	6	1	1	------	------	------
Registration and records	------	------	------	------	2	2	------	5	1	104	------	------	------
Student activity calendar	------	1	5	------	4	6	------	7	5	3	5	2	12
Student recruitment	------	------	------	------	4	8	------	13	3	12	------	------	------
Testing program	------	------	------	33	8	8	------	3	------	6	------	------	------
Union building—operations and program	------	------	22	------	------	3	------	3	2	1	4	------	1
Veterans affairs	------	------	1	------	------	3	1	9	------	41	------	------	------

TABLE 88.—*Number of junior colleges, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Con.

Activity or function	Administrative vice president	Secondary responsibility	Vice president for student services	Student-faculty group	Business manager—chief student-services officer	Group of administrators	Administrator—student group	Group of faculty members	Marshal	Group of student services administrators	Security officer (chief)	Residual
1	28	29	30	31	32	33	34	35	36	37	38	39
Admissions	1	1	------	2	11	------	1	------	3	------	------	2
Academic advisory program	------	1	------	3	9	------	8	1	1	------	------	3
Campus security	3	2	------	------	4	------	------	1	------	------	------	31
Concert and lecture services	3	1	5	3	1	------	10	1	------	1	2	15
Counseling services	2	3	------	10	11	------	3	7	6	------	------	3
Discipline	3	4	2	7	13	1	4	22	3	2	------	3
Academic and department clubs	------	1	5	3	3	3	8	7	------	------	5	10
Convocations	2	1	3	1	6	2	7	1	------	1	3	9
Fraternities and sororities	------	1	------	1	3	------	1	7	------	------	1	3
Intercollegiate athletics	------	1	2	1	3	------	5	1	------	------	2	1
Intramural athletics	------	1	3	1	2	------	7	1	------	1	3	2
Student government groups	------	1	4	1	4	4	4	8	2	1	6	4
Student publications	------	1	5	7	2	1	10	1	------	1	1	8
Other extracurricular activities	1	1	2	3	2	1	5	7	1	1	7	9
Financial aid, loans, scholarships, etc	3	1	------	5	15	------	4	1	1	1	2	14
Foreign student counseling	------	2	------	3	2	1	1	------	1	------	------	3
Freshman orientation	1	3	2	5	11	3	8	9	3	2	1	4
Food services	1	1	------	------	6	1	1	------	------	------	------	5
Health services	1	2	1	1	1	1	1	------	------	------	------	14
Housing program	------	5	1	------	5	1	3	10	4	------	------	4
Job placement	1	------	------	5	5	------	4	1	4	------	1	11
Religious activities	1	2	3	1	2	------	4	------	1	1	4	8
Remedial clinics (speech, reading, etc.)	------	------	------	2	------	------	7	------	------	------	------	11
Registration and records	1	2	------	1	7	------	------	------	1	------	------	------
Student activity calendar	3	1	3	2	5	5	3	2	3	1	9	5
Student recruitment	2	1	------	5	15	1	5	2	3	------	------	17
Testing program	1	2	------	3	5	------	4	------	1	------	1	5
Union building—operations and program	------	1	------	------	7	1	------	------	------	------	4	5
Veterans affairs	2	1	------	------	2	------	------	1	------	------	1	15

TABLE 89.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	43		1					38					
Academic advisory program	43	1	20			2				5			
Campus security	43			17	2	1							
Concert and lecture services	43	3	3		2	3				1			
Counseling services	43					2				33			
Discipline	43		1		2	12							
Academic and department clubs	43	1	2		1	5	4						
Convocations	43	6	3		1	6							
Fraternities and sororities	43	3			1	8							
Intercollegiate athletics	43	2							40				
Intramural athletics	43	3	2		1	1			19				
Student government groups	43	1			2	9	1						
Student publications	43	1				6							
Other extracurricular activities	43	6				8	2						
Financial aid, loans, scholarships, etc	43		1	1	1	2		1		1	24		
Foreign student counseling	43				1	5	2			2			
Freshman orientation	43	1	2		2	7	1	4		2			
Food services	43	1		6	1							24	
Health services	43					1			1				41
Housing program	43	6	1										
Job placement	43	1	1			2		1		1			
Religious activities	43	12			1	3							
Remedial clinics (speech, reading, etc.)	43	8	3							8			
Registration and records	43							3					
Student activity calendar	43	1			1	7	8						
Student recruitment	43	6	1			1		20					
Testing program	43	1				2				16			
Union building—operations and program	43	8		1	1	1							
Veterans affairs	43	2		3	2	4		3		2			

TABLE 89.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of housing	Director of placement	Director of religious affairs	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Financial aid adviser	Foreign student adviser	Registrar	Student committee	Student council president
1	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Admissions												1		
Academic advisory program								6	2					
Campus security														
Concert and lecture services			1		7			1	4					
Counseling services						1		1						
Discipline								1						
Academic and department clubs					2			3	4				1	
Convocations			1		3			1						
Fraternities and sororities	1							1	2		1		1	
Intercollegiate athletics														
Intramural athletics								1	10					
Student government groups					2								3	4
Student publications					3				8				5	1
Other extracurricular activities					3			1	1				1	1
Financial aid, loans, scholarships, etc.							1		1	5				
Foreign student counseling										1	31			
Freshman orientation					1				2					1
Food services	4				2									
Health services														
Housing program	27													
Job placement		35												
Religious activities			17						1				1	
Remedial clinics (speech, reading, etc.)						1		2	8					
Registration and records												39		
Student activity calendar					5								3	
Student recruitment		1		4					1			1		
Testing program						22			1					
Union building—operations and program					25								1	
Veterans affairs		1					15				1	8		

TABLE 89.—*Number of institutions of higher education with enrollments of 10,000 and over, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Student council committee	Administrative vice president	Secondary responsibility	Vice president for student services	Student-faculty group	Business manager—chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Group of student services administrators	Dean of students	Security officer (chief)	Secretary of the university	Residual
1	29	30	31	32	33	34	35	36	37	38	39	40	41	42
Admissions	---	---	---	---	---	---	---	---	1	---	---	---	---	2
Academic advisory program	---	---	---	---	---	2	---	1	1	---	---	---	---	3
Campus security	---	2	---	---	---	---	---	---	---	---	17	---	---	4
Concert and lecture services	1	---	2	2	1	1	1	3	1	---	---	2	---	4
Counseling services	---	---	---	---	1	4	---	1	---	---	---	---	---	---
Discipline	---	---	1	---	1	5	4	---	13	2	---	1	---	---
Academic and department clubs	---	---	2	2	2	1	---	3	3	1	---	4	---	2
Convocations	---	2	1	2	2	---	---	1	2	---	---	3	---	9
Fraternities and sororities	---	---	2	---	---	2	1	---	18	1	---	---	---	1
Intercollegiate athletics	---	---	---	---	---	1	---	---	---	---	---	---	---	---
Intramural athletics	---	---	---	1	---	1	---	2	1	---	---	---	---	1
Student government groups	2	---	1	---	---	4	3	---	8	---	---	2	---	1
Student publications	1	---	1	3	2	---	3	3	3	---	---	---	---	3
Other extracurricular activities	2	---	2	---	---	1	---	---	9	---	---	3	---	3
Financial aid, loans, scholarships, etc.	---	---	---	---	1	1	---	2	1	---	---	---	---	---
Foreign student counseling	---	---	---	---	---	---	---	---	---	---	---	---	---	1
Freshman orientation	1	---	4	---	2	3	2	---	3	1	---	1	---	3
Food services	---	---	---	---	---	1	---	---	---	---	---	---	---	4
Health services	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Housing program	---	---	---	---	---	3	---	---	4	---	---	---	---	2
Job placement	---	---	---	---	---	---	---	1	---	---	---	---	---	1
Religious activities	---	---	1	---	---	---	---	---	1	---	---	1	4	1
Remedial clinics (speech, reading, etc.)	---	---	---	---	2	---	---	5	---	---	---	---	---	6
Registration and records	---	1	---	---	---	---	---	---	---	---	---	---	---	---
Student activity calendar	2	---	2	---	---	1	3	---	5	---	---	5	---	---
Student recruitment	1	---	---	---	1	2	---	---	---	---	---	---	---	4
Testing program	---	---	---	---	---	---	---	---	1	---	---	---	---	---
Union building—operations and program	1	---	---	---	---	2	1	---	---	---	---	---	---	2
Veterans affairs	---	---	---	---	---	1	---	---	1	---	---	---	---	---

TABLE 90.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services	Director of health services
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Admissions	134	---	---	4	---	---	3	---	101	---	1	---	---	---
Academic advisory program	134	---	3	55	---	1	15	---	---	---	12	---	---	---
Campus security	134	5	4	---	48	10	13	---	---	---	---	1	---	---
Concert and lecture services	134	12	1	8	---	4	13	4	---	---	---	---	---	---
Counseling services	134	1	1	3	---	1	17	---	1	---	67	---	---	---
Discipline	134	1	---	5	---	14	46	1	---	---	1	---	---	---
Academic and department clubs	134	4	3	4	---	6	13	11	---	---	---	---	---	---
Convocations	134	20	5	10	---	5	11	2	---	---	---	---	---	---
Fraternities and sororities	134	31	1	---	---	9	15	6	---	---	---	---	---	---
Intercollegiate athletics	134	7	1	---	1	2	3	1	---	106	---	---	---	---
Intramural athletics	134	4	2	---	---	4	2	2	---	71	---	---	---	---
Student government groups	134	3	1	---	---	12	23	2	---	---	---	---	---	---
Student publications	134	3	3	2	---	5	11	1	---	---	---	---	---	---
Other extracurricular activities	134	26	16	---	---	8	16	4	---	---	---	---	---	---
Financial aid, loans, scholarships, etc	134	---	1	1	4	9	17	3	1	---	1	45	---	---
Foreign-student counseling	134	12	---	1	---	9	14	2	3	---	9	2	---	---
Freshman orientation	134	---	2	3	---	6	30	5	7	---	19	---	---	---
Food services	134	6	2	---	18	---	2	---	---	---	---	---	80	---
Health services	134	7	---	---	1	3	11	2	1	1	2	---	2	92
Housing program	134	14	---	---	2	6	10	3	---	---	1	---	---	---
Job placement	134	4	---	1	---	3	5	1	1	---	4	1	---	---
Religious activities	134	35	4	1	---	1	8	3	---	---	1	---	---	---
Remedial clinics (speech, reading, etc.)	134	29	4	13	---	---	3	---	1	---	13	---	---	---
Registration and records	134	---	---	5	---	---	4	---	19	---	---	---	---	---
Student activity calendar	134	2	---	---	---	9	18	28	---	---	---	---	---	---
Student recruitment	134	15	1	1	---	2	10	---	56	---	5	---	---	---
Testing program	134	7	---	4	---	1	11	---	8	---	35	---	---	---
Union building—operations and program	134	29	---	---	1	2	10	3	---	---	---	---	2	---
Veterans affairs	134	10	1	5	5	11	15	---	9	---	4	2	---	---

TABLE 90.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups admininstering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Financial aid adviser	Foreign student adviser	President (or chief administrator)	Registrar
1	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Admissions	---	---	---	---	---	---	1	---	---	---	---	---	---	15
Academic advisory program	---	---	---	---	---	---	---	---	22	5	---	---	2	1
Campus security	---	---	---	---	---	---	---	---	---	---	---	---	2	---
Concert and lecture services	1	---	1	---	---	6	---	---	4	16	---	---	1	---
Counseling services	---	1	---	---	---	---	3	---	3	1	---	---	---	---
Discipline	---	---	---	---	---	---	---	---	1	---	---	---	2	---
Academic and department clubs	1	---	---	---	---	3	---	---	14	28	---	---	---	---
Convocations	1	---	3	---	---	3	---	---	3	12	---	---	13	1
Fraternities and sororities	1	---	---	---	---	---	---	---	---	---	---	---	---	---
Intercollegiate athletics	---	---	---	---	---	---	---	---	---	1	---	---	---	---
Intramural athletics	1	---	---	---	---	1	---	---	1	18	---	---	---	---
Student government groups	1	---	---	---	---	2	---	---	---	4	---	---	---	---
Student publications	---	---	---	---	---	---	---	---	3	31	---	---	---	---
Other extracurricular activities	1	---	---	---	---	7	---	---	1	6	---	---	---	---
Financial aid, loans, scholarships, etc.	---	1	---	---	---	---	---	---	---	5	10	---	---	---
Foreign-student counseling	---	---	1	---	---	---	---	---	---	7	1	50	---	4
Freshman orientation	1	---	---	---	---	---	2	---	4	2	---	---	---	---
Food services	2	---	---	---	---	7	---	---	---	---	---	---	1	---
Health services	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Housing program	47	---	---	---	---	---	---	---	---	1	---	---	---	---
Job placement	1	95	---	---	1	---	---	---	---	5	---	---	1	---
Religious activities	1	---	40	---	---	1	---	---	4	4	---	---	---	---
Remedial clinics (speech, reading, etc.)	---	1	---	19	---	---	4	---	8	20	---	---	---	---
Registration and records	---	---	---	---	---	---	---	---	---	1	---	---	---	95
Student activity calendar	1	---	---	---	---	23	---	---	1	2	---	---	---	---
Student recruitment	---	2	---	---	11	---	1	---	3	3	---	---	---	2
Testing program	---	1	---	---	---	---	51	---	2	---	1	---	---	---
Union building—operations and program	2	---	---	---	---	54	---	---	---	3	---	---	1	---
Veterans affairs	---	---	---	---	---	1	2	29	---	3	---	1	---	23

TABLE 90.—*Number of institutions of higher education with enrollments of 2,500–9,999, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Student committee	Student council president	Student council committee	Administrative vice president	Vice president for student services	Student-faculty group	Business manager—chief student services officer	Group of administrators	Administrator—student group	Group of faculty members	Marshall	Dean of students	Security officer (chief)	Residual
1	30	31	32	33	34	35	36	37	38	39	40	41	42	43
Admissions	---	---	---	2	---	1	3	---	1	---	1	---	---	1
Academic advisory program	---	---	---	---	---	4	5	---	4	1	---	---	1	3
Campus security	---	---	---	3	---	---	8	---	1	1	---	29	---	9
Concert and lecture services	5	---	7	3	16	6	2	1	11	1	---	---	---	11
Counseling services	---	---	---	---	---	2	12	---	3	7	5	---	---	6
Discipline	1	---	1	2	6	1	9	2	---	25	10	---	---	6
Academic and department clubs	5	---	3	---	6	4	3	1	8	6	1	---	5	5
Convocations	2	1	---	4	9	2	5	1	6	---	---	---	1	14
Fraternities and sororities	6	---	---	1	1	1	5	3	2	43	2	---	3	4
Intercollegiate athletics	---	---	---	---	2	3	2	---	3	---	---	---	---	2
Intramural athletics	2	---	2	1	4	---	1	3	11	---	---	---	1	3
Student government groups	3	11	23	---	2	3	7	9	1	14	7	---	5	1
Student publications	14	1	6	3	14	1	3	5	5	5	---	---	4	14
Other extracurricular activities	2	2	3	1	2	4	4	4	---	10	3	---	8	6
Financial aid, loans, scholarships, etc.	1	---	---	---	---	5	16	---	3	2	4	---	2	3
Foreign-student counseling	1	---	---	---	1	3	4	---	1	3	2	---	1	3
Freshman orientation	4	---	7	---	1	1	12	6	2	9	5	---	---	6
Food services	---	---	---	---	---	---	8	---	---	1	---	---	---	7
Health services	---	---	---	2	1	1	3	---	---	---	---	---	---	5
Housing program	---	---	---	---	---	1	12	---	---	26	4	---	---	7
Job placement	---	---	---	1	---	1	6	---	---	---	1	---	---	2
Religious activities	6	---	1	1	3	1	2	---	6	1	1	---	3	6
Remedial clinics (speech, reading, etc.)	---	---	---	---	---	1	2	---	13	1	1	---	---	1
Registration and records	---	---	---	1	---	1	8	---	---	---	---	---	---	---
Student activity calendar	4	1	11	1	3	1	2	4	---	7	1	---	9	6
Student recruitment	---	---	---	2	---	2	6	---	1	---	---	---	---	11
Testing program	---	---	---	---	---	---	7	---	2	2	1	---	---	1
Union building—operations and program	1	---	---	---	1	---	10	4	---	1	1	---	3	6
Veterans affairs	---	---	---	1	---	---	5	---	---	2	---	---	1	4

TABLE 91.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or function	Total	Function not performed	Impossible to identify persons responsible	Academic dean or academic vice president	Business manager, vice president for business, or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of financial aids	Director of food services
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Admissions	367	---	---	19	1	---	12	1	218	1	1	---	---
Academic advisory program	367	8	---	169	1	2	36	4	6	---	15	---	---
Campus security	367	34	16	4	141	9	24	5	1	---	---	---	---
Concert and lecture services	367	23	14	27	4	5	36	5	---	---	---	---	---
Counseling services	367	2	2	19	---	6	85	6	2	---	107	---	---
Discipline	367	2	---	19	---	17	97	11	---	---	2	---	---
Academic and department clubs	367	15	11	32	---	9	49	9	1	---	1	---	---
Convocations	367	20	6	61	1	6	29	4	---	---	1	---	---
Fraternities and sororities	367	203	1	5	---	11	46	6	1	---	---	---	---
Intercollegiate athletics	367	67	1	2	---	2	6	---	---	223	1	---	---
Intramural athletics	367	27	---	2	---	5	9	---	1	173	1	---	---
Student government groups	367	9	---	6	1	20	88	13	---	1	1	---	---
Student publications	367	10	2	6	2	4	44	1	---	---	1	---	---
Other extracurricular activities	367	75	28	2	---	12	76	8	1	---	---	---	---
Financial aid, loans, scholarships, etc	367	4	---	15	49	7	49	6	15	---	2	56	---
Foreign student counseling	367	70	2	22	---	13	53	11	5	---	15	1	---
Freshman orientation	367	5	---	34	2	15	83	19	12	1	23	---	1
Food services	367	22	1	---	80	3	8	2	1	---	1	---	193
Health services	367	43	---	5	12	2	49	11	---	2	1	---	---
Housing program	367	36	---	4	20	14	75	20	1	1	2	---	---
Job placement	367	15	4	12	5	8	49	6	2	---	13	3	---
Religious activities	367	48	8	3	---	3	24	3	---	---	---	---	---
Remedial clinics (speech, reading, etc.)	367	150	7	36	---	---	12	---	1	---	16	---	---
Registration and records	367	---	---	31	---	2	9	1	21	---	2	---	---
Student activity calendar	367	8	2	14	---	20	90	62	1	---	3	---	---
Student recruitment	367	13	1	5	---	1	28	2	161	1	3	1	---
Testing program	367	16	2	26	1	7	50	7	12	---	67	---	1
Union building—operations and program	367	139	2	2	26	11	26	6	---	---	---	---	5
Veterans affairs	367	76	3	28	31	23	30	---	15	---	5	2	---

TABLE 91.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Director of health services	Director of housing	Director of placement	Director of religious affairs	Director of remedial clinics	Director of student recruitment	Director of student union	Director of testing	Director of veteran affairs	Faculty (as a group)	Faculty (as an individual)	Foreign student adviser	President (or chief administrator)
1	15	16	17	18	19	20	21	22	23	24	25	26	27
Admissions		1											6
Academic advisory program										40	10		6
Campus security		1								2			25
Concert and lecture services			1	6			1			19	69		22
Counseling services	1			1				7		13	4		1
Discipline		4								4	2		15
Academic and department clubs						1	3			28	80		4
Convocations				23			1			9	42		57
Fraternities and sororities		1								1	12		3
Intercollegiate athletics										1	17		5
Intramural athletics	1						1			3	57		4
Student government groups						1	3				17		8
Student publications			1				3			3	84		9
Other extracurricular activities				1		1	5			6	24		3
Financial aid, loans, scholarships, etc.			1							1	4		21
Foreign student counseling		1		4						4	23	68	10
Freshman orientation		1		1				4		11	5		1
Food services		1					7				5		6
Health services	170	2								1	8		12
Housing program		55											8
Job placement			150			1		1		3	13		5
Religious activities				149					1	2	19		10
Remedial clinics (speech, reading, etc.)					27			8		8	62		4
Registration and records							1						1
Student activity calendar		1		1		1	16			1	4		10
Student recruitment			4			42	1			8	7		12
Testing program			3					86		3	23		1
Union building—operations and program						1	71				2		7
Veterans affairs							1	1	26		4		2

TABLE 91.—*Number of institutions of higher education with enrollments of 500–2,499, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S., 1962–63*—Continued

Activity or function	Registrar	Student committee	Student council president	Student council committee	Vice president for student services	Student-faculty group	Business manager-chief student services officer	Group of administrators	Administrator-student group	Group of faculty members	Dean of students	Residual
1	28	29	30	31	32	33	34	35	36	37	38	39
Admissions	58	------	------	------	------	12	30	------	4	------	------	3
Academic advisory program	13	------	------	------	------	16	20	------	11	3	------	7
Campus security	2	1	------	------	1	1	15	3	1	1	41	39
Concert and lecture services	------	3	------	7	1	15	6	3	36	3	------	41
Counseling services	------	------	------	1	------	21	41	1	8	20	------	19
Discipline	1	6	------	12	11	7	41	17	10	48	------	41
Academic and department clubs	1	13	1	10	22	7	8	5	22	9	------	26
Convocations	4	4	1	4	14	8	12	7	20	1	------	32
Fraternities and sororities	------	7	1	3	7	1	6	2	3	25	------	22
Intercollegiate athletics	------	2	------	------	4	4	6	1	16	1	1	7
Intramural athletics	------	16	2	7	13	4	5	5	19	3	------	9
Student government groups	2	13	33	56	9	9	5	20	5	15	------	32
Student publications	------	51	2	18	34	7	4	2	28	1	------	50
Other extracurricular activities	------	19	3	16	11	5	5	7	10	11	------	38
Financial aid, loans, scholarships, etc.	8	------	------	------	------	20	52	------	18	5	------	34
Foreign student counseling	17	------	------	------	------	8	25	------	4	4	------	7
Freshman orientation	6	13	------	7	8	11	27	18	7	21	------	31
Food services	------	------	------	------	------	------	23	------	1	------	------	13
Health services	------	------	------	------	------	2	18	------	2	3	------	24
Housing program	3	------	------	------	------	2	40	1	2	55	------	28
Job placement	9	------	------	------	------	11	17	------	9	5	------	26
Religious activities	------	5	------	2	9	6	8	8	9	1	------	49
Remedial clinics (speech, reading, etc.)	1	1	------	------	1	4	7	1	15	------	------	6
Registration and records	276	------	------	------	------	3	16	------	------	------	------	4
Student activity calendar	8	14	2	23	9	5	7	15	1	4	------	45
Student recruitment	18	------	------	------	------	9	21	1	3	2	------	23
Testing program	9	------	------	------	------	17	17	------	5	3	------	11
Union building—operations and program	1	8	------	3	1	3	18	9	------	5	------	21
Veterans affairs	92	------	------	------	------	------	15	------	1	------	------	12

TABLE 92.—*Number of institutions of higher education with enrollments below 500, by titles of officers or groups of administering officially approved policy for specified activities: Aggregate U.S., 1962–63*

Activity or fmction	Total	Function not performed	Academic dean or academic vice president	Business manager, vice president for business or treasurer	Dean of men or associate dean of men	Chief student services officer	Dean of women or associate dean of women	Director of admissions	Director of athletics	Director of counseling	Director of food services	Director of health services	Director of placement	Director of religious affairs
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Admissions	179	1	26	1	1	7	2	70	----	4	----	----	----	----
Academic advisory program	179	13	77	----	1	13	1	2	----	5	----	----	----	----
Campus security	179	41	3	59	3	8	4	----	----	----	----	1	----	----
Concert and lecture services	179	25	32	1	----	14	5	----	----	3	----	----	----	1
Counseling services	179	2	17	----	7	38	11	3	----	41	----	----	----	2
Discipline	179	2	26	----	12	31	10	----	----	----	----	----	----	----
Academic and department clubs	179	29	27	----	3	17	2	2	----	2	1	----	----	----
Convocations	179	35	33	2	1	13	----	1	----	1	----	----	----	5
Fraternities and sororities	179	131	8	----	1	14	1	----	----	----	----	----	----	----
Intercollegiate athletics	179	62	5	----	1	2	----	----	79	----	----	----	----	----
Intramural athletics	179	37	----	----	2	8	2	----	79	----	----	----	----	----
Student government groups	179	23	11	----	6	30	8	1	1	1	----	----	----	----
Student publications	179	22	9	----	1	14	2	----	----	1	----	----	----	----
Other extracurricular activities	179	58	5	----	2	22	2	1	----	1	----	----	----	----
Financial aid, loans, scholarships, etc	179	17	17	37	3	19	1	12	----	5	----	----	1	----
Foreign student counseling	179	69	18	1	3	25	4	1	----	10	----	----	----	----
Freshman orientation	179	7	34	----	1	26	10	5	----	19	----	----	----	1
Food services	179	30	1	45	----	4	3	----	----	1	72	----	----	----
Health services	179	40	5	8	4	21	6	----	5	1	----	56	----	1
Housing program	179	46	6	18	6	36	13	2	----	2	----	1	1	----
Job placement	179	61	8	5	5	20	----	2	----	8	----	----	23	1
Religious activities	179	47	5	----	4	10	1	----	----	3	----	----	----	47
Remedial clinics (speech, reading, etc.)	179	76	20	----	----	7	----	1	----	3	----	----	----	----
Registration and records	179	----	36	1	----	10	2	9	----	2	----	----	----	----
Student activity calendar	179	10	22	3	4	37	9	----	----	3	----	----	----	----
Student recruitment	179	17	18	----	1	7	2	50	1	3	----	----	2	----
Testing program	179	11	27	----	4	28	3	4	1	26	----	----	----	----
Union building—operations and program	179	114	1	12	1	6	----	----	----	1	----	----	----	----
Veterans affairs	179	67	24	8	3	16	----	4	----	----	----	----	----	----

TABLE 92.—*Number of institutions of higher education with enrollments below 500, by titles of officers or groups administering officially approved policy for specified activities: Aggregate U.S. 1962–63*—Continued

Activity or function	Director of student recruitment	Director of student union	Director of testing	Faculty (as a group)	Faculty (as an individual)	President (or chief administrator)	President's administrative council	Registrar	Student committee	Student council president	Student council committee	Student-faculty group	Business manager-chief student services officer	Administrator—student group	Residual
1	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Admissions	----	----	----	2	2	8	3	29	----	----	----	4	12	1	6
Academic advisory program	----	----	----	26	1	7	3	7	----	----	1	2	9	8	3
Campus security	----	----	----	1	1	23	2	----	----	----	----	----	3	----	30
Concert and lecture services	----	1	----	7	27	10	4	----	3	----	4	4	1	11	26
Counseling services	----	----	3	11	4	3	2	2	----	----	----	10	8	3	12
Discipline	----	----	----	6	3	17	9	3	----	1	6	8	12	5	28
Academic and department clubs	----	1	----	15	33	4	1	----	4	1	5	3	1	8	20
Convocations	----	1	----	10	11	27	6	1	----	----	5	1	6	3	17
Fraternities and sororities	----	1	----	3	7	2	----	----	----	----	2	1	1	1	6
Intercollegiate athletics	----	1	----	2	15	1	1	----	----	----	----	1	1	3	5
Intramural athletics	----	----	----	4	19	1	1	----	4	1	1	1	1	5	13
Student government groups	----	2	----	4	10	7	2	2	8	12	32	1	2	3	13
Student publications	----	1	----	7	47	4	2	----	22	2	10	7	------	6	22
Other extracurricular activities	----	2	----	7	25	1	2	----	10	2	8	3	2	4	22
Financial aid, loans, scholarships, etc	----	----	----	2	6	13	6	----	----	----	----	2	14	5	19
Foreign student counseling	----	----	----	2	9	3	3	5	----	----	----	1	4	----	21
Freshman orientation	----	----	----	15	5	5	3	7	3	----	1	3	11	5	18
Food services	----	1	----	----	----	7	2	----	----	----	----	----	3	1	9
Health services	----	----	----	----	4	5	2	----	----	----	----	1	2	----	18
Housing program	----	----	----	----	2	1	2	----	----	----	----	----	6	2	35
Job placement	----	----	----	----	8	5	3	5	----	----	----	6	5	1	13
Religious activities	----	----	----	8	10	9	3	----	2	----	2	1	5	3	19
Remedial clinics (speech reading, etc.)	----	----	1	9	32	3	3	----	----	----	----	3	------	5	16
Registration and records	----	----	----	2	1	5	2	100	----	----	----	1	5	----	3
Student activity calendar	----	2	----	5	6	4	4	6	8	4	17	2	4	4	25
Student recruitment	12	----	----	2	3	10	3	13	----	----	----	4	9	3	19
Testing program	----	----	23	9	6	2	1	10	----	----	----	1	9	4	10
Union building—operations and program	----	18	----	----	1	2	----	----	3	----	2	----	2	----	16
Veterans affairs	----	----	----	----	2	8	1	32	----	----	----	----	2	----	12

Group D

Table 93.—*Rank and percentage of officers and groups that administer officially approved policy for admissions in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
Director of admissions	1	59.1	1	55.2	1	61.7	1	83.6	1	64.1	1	64.1	1	40.4	1	88.4	1	75.4	1	59.4	1	39.1
Registrar		14.2	2	19.9	2	10.3	2	5.5	2	12.8	2	16.3	2	18.8			2	11.2	2	15.8	2	16.2
Percent of total		73.3		75.1		72.1		89.0		76.8		80.4		59.2		88.4		86.6		75.2		55.3

TABLE 94.—*Rank and percentage of officers and groups that administer officially approved policy for the academic advisory program in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Academic dean	1	44.4	1	39.1	1	48.1	1	53.4	1	47.8	1	43.5	1	36.2	1	46.5	1	41.0	1	46.0	1	43.0
Faculty as a group	2	13.0	------	------	2	13.6	2	16.4	2	13.3	------	------	2	12.2	2	14.0	2	16.4	2	10.9	2	14.5
CSSO	------	------	2	11.1	------	------	------	------	------	------	2	13.0	3	10.8	------	------	------	------	------	------	------	------
Percent of total	------	57.4	------	50.2	------	61.7	------	69.9	------	61.2	------	56.5	------	59.2	------	60.5	------	57.5	------	56.9	------	57.5

Table 95.—*Rank and percentage of officers and groups that administer officially approved policy for campus security in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	......	723	......	297	......	426	......	73	......	345	......	92	......	213	......	43	......	134	......	367	......	179
Business manager	1	36.6	1	30.6	1	40.8	2	32.9	1	42.9	1	40.2	1	26.3	1	39.5	1	35.8	1	38.4	1	33.0
Dean of students	2	13.3	2	13.1	2	13.4	1	42.5	2	12.8	2	13.0	......	......	1	39.5	2	21.6	2	11.2	......	......
President	......	......	......	......	......	......	......	......	......	......	......	......	2	15.5	......	......	......	......	......	......	......	......
Percent of total	......	49.9	......	43.8	......	54.2	......	......	......	55.6	......	53.3	......	41.8	......	79.1	......	57.5	......	49.6	......	33.0
Function not performed	......	11.1	......	11.4	......	......	......	......	......	......	......	......	......	21.1	......	......	......	......	......	......	......	22.9
Percent of total	......	61.0	......	55.2	......	54.2	......	75.3	......	55.6	......	53.3	......	62.9	......	79.1	......	57.5	......	49.6	......	55.9

TABLE 96.—*Rank and percentage of officers and groups that administer officially approved policy for concert and lecture programs in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S. 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
Faculty (individual)	1	16.0	1	12.8	1	18.3	2	8.2	1	21.4			3	10.3	2	9.3	1	11.9	1	18.8	2	15.1
Academic dean	2	9.7			2	12.0			2	9.8	3	6.5	2	12.2	3	7.0			4	7.4	1	17.9
CSSO	3	9.1	3	8.4	3	9.6	2	8.2	4	7.5	3	6.5	1	13.1	3	7.0	3	9.7	2	9.8	3	7.8
Adminis.-student group	4	8.4	4	7.4	4	9.2			3	9.0	1	17.4			3	7.0	4	8.2	2	9.8		
Vice president for student services			2	8.8			2	8.2			2	5.4					1	11.9				
Director of student union							1	16.4							1	16.3						
Student-faculty group							5	6.8														
President									5	6.1									5	6.0		
Percent of total		43.3		37.4		49.1		47.9		53.9		46.7		35.7		46.5		41.8		51.8		40.8
Function not performed		8.7		13.1		5.6						6.5		20.6				9.0				14.0
Percent of total		52.0		50.5		54.7		47.9		53.9		53.3		56.3		46.5		50.7		51.8		54.7

TABLE 97.—*Rank and percentage of officers and groups that administer officially approved policy for counseling services in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of counseling	1	34.3	1	44.4	1	27.2	1	64.4	1	30.4	1	28.3	1	32.9	1	76.7	1	50.5	1	29.2	1	22.9
CSSO	2	19.6	2	20.2	2	19.2	------	------	2	20.0	1	28.3	2	21.1	------	------	------	------	2	23.2	2	21.2
Business manager-CSSO	------	------	------	------	3	11.0	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------
Academic dean	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	3	9.5
Percent of total	------	53.9	------	64.6	------	57.5	------	64.4	------	50.4	------	56.5	------	54.0	------	76.7	------	50.0	------	52.3	------	53.6

TABLE 98.—*Rank and percentage of officers and groups that administer officially approved policy for discipline in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
CSSO	1	25.7	1	24.2	1	26.8	2	23.3	1	27.5	1	27.2	1	23.0	2	27.9	1	34.3	1	26.4	1	17.3
Group of faculty members	2	12.6	2	16.8	3	9.6	1	27.4	3	10.1			3	10.3	1	30.2	2	18.6	2	13.1		
Business manager-CSSO	3	9.3			2	9.9			2	11.6	3	8.7							3	11.2	4	6.7
Academic dean	4	7.1	3	9.4									2	16.4							2	14.5
Dean of men					4	6.6			4	7.2											4	6.7
Marshal											2	16.3										
President													3	10.3							3	9.5
Percent of total		54.6		50.5		52.8		50.7		56.5		52.2		60.1		58.1		53.0		50.7		54.7

TABLE 99.—*Rank and percentage of officers and groups that administer officially approved policy for academic and department clubs, convocations, fraternities and sororities, intercollegiate athletics, intramural athletics, student government groups, student publications, and other activities in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

ACADEMIC AND DEPARTMENT CLUBS

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Faculty (individual)	1	20.1	1	17.8	1	21.6	1	19.2	1	22.9	1	16.3	1	17.4	2	9.3	1	20.9	1	21.8	1	18.4
CSSO	2	11.6	3	10.4	2	12.4	3	8.2	2	13.3	4	6.5	2	12.2	1	11.6	3	9.7	2	13.4	3	9.5
Academic dean	3	9.0	4	5.7	3	11.3	------	------	3	9.8	------	------	3	10.3	------	------	------	------	3	8.7	2	15.1
Faculty as a group	4	8.3	2	10.8	------	------	4	6.8	4	8.1	2	10.9	------	------	5	7.0	2	10.4	4	7.6	------	------
Administration student group	------	------	------	------	4	7.5	2	9.6	------	------	------	------	------	------	5	7.0	5	6.0	------	------	------	------
Vice president for student services	------	------	------	------	------	------	4	6.8	------	------	3	7.6	------	------	------	------	------	------	------	------	------	------
Dean of women	------	------	------	------	------	------	------	------	------	------	4	6.5	------	------	2	9.3	4	8.2	------	------	------	------
Security officer	------	------	------	------	------	------	------	------	------	------	------	------	------	------	2	9.3	------	------	------	------	------	------
Percent of total	------	49.0	------	44.7	------	52.8	------	50.7	------	54.2	------	47.8	------	39.9	------	53.5	------	25.2	------	51.5	------	43.0
Function not performed	------	6.8	------	8.4	------	------	------	------	------	------	------	6.5	------	15.0	------	------	------	------	------	------	------	16.2
Percent of total	------	55.7	------	53.2	------	52.8	------	50.7	------	54.2	------	54.3	------	54.9	------	53.5	------	55.2	------	51.5	------	59.2

TABLE 99.—*Rank and percentage of officers and groups that administer officially approved policy for academic and department clubs, convocations, fraternities and sororities, intercollegiate athletics, intramural athletics, student government groups, student publications, and other activities in institutions of higher education by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*—Con.

CONVOCATIONS

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500-9,999		500-2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
Academic dean	1	14.8	4	8.1	1	19.5	1	8.2	1	18.3	1	15.2	2	11.3	2	7.0	4	7.5	1	16.6	1	18.4
President	2	13.7	1	10.1	2	16.2	3	6.8	2	16.2	4	7.6	1	14.6	5	4.6	1	9.7	2	15.5	2	15.1
Faculty (individual)	3	9.0	2	8.8	3	9.2			3	10.1	2	12.0					2	9.0	3	11.4		
CSSO	4	8.2	3	8.4	4	8.0	1	8.2	4	7.0	2	12.0	3	8.4	1	14.0	3	8.2	4	7.9		
Director of student union							3	6.8							2	7.0						
Vice president for student services							3	6.8									5	6.7				
Security officer															2	7.0						
Percent of total		45.6		35.4		52.8		37.0		51.6		46.7		34.3		39.5		41.0		51.5		33.5
Function not performed		11.2		17.5				13.7				9.8		21.6		14.0		14.9				19.6
Percent of total		56.8		52.9		52.8		50.7		51.6		56.5		55.9		53.5		56.0		51.5		53.1
FRATERNITIES AND SORORITIES																						
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
Group of faculty members	1	11.9	1	16.8			1	41.1			1	17.4			1	41.9	1	32.1				
CSSO					1	13.1	2	15.1	1	12.5			1	8.4	2	18.6			1	12.5	1	7.8
Function not performed		50.9		47.1		53.5				49.8		37.0		74.6				23.1		55.3		73.2
Percent of total		62.8		64.0		66.7		56.2		62.3		54.3		83.1		60.5		55.2		67.8		81.0

INTERCOLLEGIATE ATHLETICS

Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of athletics	------	62.0	------	71.0	------	55.6	------	91.8	------	59.4	------	66.3	------	54.0	------	93.0	------	79.1	------	60.8	------	44.1
Percent of total	------	62.0	------	71.0	------	55.6	------	91.8	------	59.4	------	66.3	------	54.0	------	93.0	------	79.1	------	60.8	------	44.1

INTRAMURAL ATHLETICS

Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of athletics	1	47.3	1	45.8	1	48.4	1	47.9	1	46.7	1	47.8	1	47.9	1	44.2	1	53.0	1	47.1	1	44.1
Faculty (individual)	2	14.4	2	15.2	2	13.8	2	23.3	2	15.1	2	14.1	------	------	2	23.2	------	------	2	15.5	------	------
Percent of total	------	61.7	------	60.9	------	62.2	------	71.2	------	61.7	------	62.0	------	47.9	------	67.4	------	53.0	------	62.7	------	44.1

STUDENT GOVERNMENT GROUPS

Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
CSSO	1	20.7	1	18.9	1	22.1	1	20.5	1	23.5	1	21.7	1	16.0	1	20.9	1	17.2	1	24.0	2	16.8
Student council committee	2	15.6	2	13.8	2	16.9	3	12.3	2	18.6	2	14.1	2	12.7	------	------	1	17.2	2	15.2	1	17.9
Student council president	3	8.3	3	7.7	3	8.7	------	------	3	10.1	4	7.6	------	------	3	9.3	------	------	3	9.0	3	6.7
Dean of men	4	5.5	3	7.7	------	------	------	------	------	------	------	------	3	8.0	------	------	4	9.0	------	------	------	------
Group of faculty members	5	5.1	5	6.1	------	------	2	15.1	------	------	------	------	------	------	2	18.6	3	10.4	------	------	------	------
Business manager-CSSO	------	------	------	------	------	------	4	8.2	------	------	------	------	------	------	3	9.3	------	------	------	------	------	------
Group of administrators	------	------	------	------	------	------	------	------	------	------	3	8.7	------	------	------	------	------	------	4	5.4	------	------
Faculty (individual)	------	------	------	------	------	------	------	------	------	------	------	------	4	7.5	------	------	------	------	------	------	------	------
Percent of total	------	55.3	------	54.2	------	47.7	------	56.2	------	52.2	------	52.2	------	44.1	------	58.1	------	53.7	------	53.7	------	41.4

TABLE 99.—*Rank and percentage of officers and groups that administer officially approved policy for academic and department clubs, convocations, fraternities and sororities, intercollegiate athletics, intramural athletics, student government groups, student publications, and other activities in institutions of higher education by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*—Con.

STUDENT PUBLICATIONS

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Faculty (individual)	1	23.5	1	26.3	1	21.6	1	15.1	1	19.4	1	22.8	1	33.3	1	18.6	1	23.1	1	22.9	1	26.2
Student committee	2	12.7	2	10.8	2	14.1	2	11.0	2	15.9	2	13.0	------	------	3	11.6	2	10.4	2	13.9	2	12.3
CSSO	3	10.4	2	10.8	3	10.1	2	11.0	4	9.8	------	------	2	12.2	2	14.0	4	8.2	3	12.0	------	------
Vice president for student services	4	8.0	4	7.7	4	8.2	4	9.6	3	10.4	3	10.9	------	------	------	------	2	10.4	4	9.3	------	------
Group of administrators	------	------	------	------	------	------	5	6.8	------	------	------	------	------	------	------	------	------	------	------	------	------	------
Director of student union	------	------	------	------	------	------	------	------	------	------	------	------	------	------	4	7.0	------	------	------	------	------	------
Percent of total	------	54.6	------	55.6	------	54.0	------	53.4	------	55.6	------	46.7	------	45.5	------	51.2	------	52.2	------	58.0	------	38.5

OTHER ACTIVITIES

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
CSSO	1	16.9	1	15.5	1	17.8	1	20.5	1	16.8	2	12.0	1	17.8	2	18.6	1	11.9	1	20.7	2	12.3
Faculty (individual)	2	7.7	3	8.1	2	7.5	------	------	3	7.2	------	------	2	11.3	------	------	------	------	3	6.5	1	14.0
Impossible to identify	3	7.5	2	8.8	3	6.6	3	11.0	2	7.8	1	14.1	------	------	------	------	1	11.9	2	7.6	------	------
Group of faculty members	------	------	------	------	------	------	2	15.1	------	------	------	------	------	------	1	20.9	3	7.5	------	------	------	------
Student-faculty group	------	------	------	------	------	------	------	------	------	------	3	7.3	------	------	------	------	------	------	------	------	------	------
Percent of total	------	32.1	------	32.3	------	31.9	------	46.6	------	31.9	------	33.7	------	29.1	------	39.5	------	31.3	------	34.9	------	26.2
Function not performed	------	22.8	------	20.9	------	24.2	------	13.7	------	23.2	------	17.4	------	27.7	------	14.0	------	19.4	------	20.4	------	32.4
Percent of total	------	54.9	------	53.2	------	56.1	------	60.3	------	55.1	------	51.1	------	56.8	------	53.5	------	50.7	------	55.3	------	58.6

TABLE 100.—*Rank and percentage of officers and groups that administer officially approved policy for financial aids, loans, and scholarships in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of financial aid	1	17.8	1	19.5	1	16.7	1	52.1	1	18.3	1	23.9	------	------	1	55.8	1	33.6	1	15.2	------	------
Business manager	2	12.6	3	8.4	2	15.5	------	------	3	14.2	------	------	1	16.9	------	------	------	------	3	13.4	1	20.7
CSSO	3	12.0	2	16.5	4	8.9	2	9.6	4	9.6	3	14.1	2	16.0	------	------	2	12.7	3	13.4	2	10.6
Business manager-CSSO	4	11.5	4	8.1	3	13.8	------	------	2	15.1	2	14.1	------	------	------	------	3	11.9	2	14.2	3	7.8
President	------	------	------	------	------	------	------	------	------	------	------	------	3	9.8	------	------	------	------	------	------	4	7.3
Academic dean	------	------	------	------	------	------	------	------	------	------	------	------	4	7.5	------	------	------	------	------	------	------	------
Financial aid adviser	------	------	------	------	------	------	------	------	------	------	------	------	------	------	2	11.6	------	------	------	------	------	------
Percent of total	------	53.9	------	52.5	------	54.9	------	61.6	------	57.1	------	52.2	------	50.2	------	67.4	------	58.2	------	56.1	------	46.4

TABLE 101.—*Rank and percentage of officers and groups that administer officially approved policy for foreign student counseling in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
Foreign-student adviser	1	21.8	1	22.2	1	21.6	1	60.3	1	23.5	2	12.0			1	72.1	1	37.3	1	18.5		
CSSO	2	13.4	2	13.8	2	13.1			2	12.8	1	14.1	1	15.5			2	10.4	2	14.4	1	14.0
Academic dean					3	7.7																
Business manager-CSSO											3	8.7										
Percent of total		35.3		36.0		42.5		60.3		36.2		34.8		15.5		72.1		47.8		33.0		14.0
Function not performed		20.9		26.6		16.9				14.2		22.8		38.0				9.0		19.1		38.5
Percent of total		56.2		62.6		59.4		60.3		50.4		57.6		53.5		72.1		56.7		52.0		52.5

TABLE 102.—*Rank and percentage of officers and groups that administer officially approved policy for freshman orientation in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
CSSO	1	20.2	1	21.2	1	19.5	1	19.2	1	21.2	1	21.7	1	18.3	1	16.3	1	22.4	1	22.6	2	14.5
Academic dean	2	10.1	4	6.4	2	12.7	4	6.8	2	8.7	4	6.5	2	15.0	6	4.6			2	9.[illegible]	1	19.0
Director of counseling	3	8.7	2	14.8			2	8.2	4	6.1			3	14.6			2	14.2	4	6.3	3	10.6
Business manager-CSSO	4	7.3	3	7.1	3	7.5	2	8.2	3	8.1	2	8.7			4	7.0	3	9.0	3	7.4		
Dean of women	5	4.8			4	6.1			5	5.2												
Group of faculty members			5	5.7											4	7.0	4	6.7	5	5.7		
Faculty as a group					5	4.9							4	6.6							4	8.4
Dean of men							5	6.8														
Director of admissions									5	5.2					2	9.3						
Marshal											3	7.6										
Group of administrators											4	6.5										
Secondary responsibility															2	9.3						
Percent of total		51.2		55.2		50.7		49.3		54.5		51.1		54.5		53.5		52.2		51.2		52.5

TABLE 103.—*Rank and percentage of officers and groups that administer officially approved policy for food services in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of food services	1	51.0	1	45.4	1	54.9	1	60.3	1	58.6	1	44.6	1	38.5	1	55.8	1	59.7	1	52.6	1	40.2
Business manager	2	20.6	2	16.2	2	23.7	2	13.7	2	22.6	2	19.6	------	------	2	14.0	2	13.4	2	21.8	2	25.1
Percent of total	------	71.6	------	61.6	------	78.6	------	74.0	------	81.2	------	64.1	------	38.5	------	69.8	------	73.1	------	74.4	------	65.3

TABLE 104.—*Rank and percentage of officers and groups that administer officially approved policy for health services in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	All institutions		Control				Type								Enrollment size							
			Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	......	723	......	297	......	426	......	73	......	345	......	92	......	213	......	43	......	134	......	367	......	179
Director of health services	......	49.6	......	48.5	1	50.5	1	91.8	1	53.6	1	51.1	......	28.2	......	95.3	1	68.6	1	46.3	......	31.3
CSSO	......	......	......	......	2	14.1	2	2.7	2	14.2	2	10.9	......	......	......	......	2	8.2	2	13.4	......	......
Percent of total	......	49.6	......	48.5	......	64.6	......	94.5	......	67.8	......	62.0	......	28.2	......	95.3	......	76.9	......	59.7	......	31.3

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TABLE 105.—*Rank and percentage of officers and groups that administer officially approved policy for housing program in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of housing	1	19.8	1	23.9	2	16.9	1	54.8	2	19.1	1	20.6	1	14.6	1	62.8	1	35.1	3	15.0	------	------
CSSO	2	16.7	------	------	1	21.[illegible]	2	15.1	1	20.9	------	------	------	------	------	------	------	------	1	20.4	1	20.1
Group of faculty members	3	12.4	2	12.5	3	12.4	------	------	3	15.1	2	18.5	------	------	------	------	2	19.4	2	15.0	------	------
Business manager-CSSO	------	------	------	------	------	------	------	------	------	------	3	13.0	------	------	------	------	------	------	------	------	------	------
Business manager	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	2	10.1
Percent of total	------	49.0	------	36.4	------	50.9	------	69.9	------	55.1	------	52.2	------	14.6	------	62.8	------	54.5	------	50.4	------	30.2

Table 106.—*Rank and percentage of officers and groups that administer officially approved policy for job placement in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of placement	------	41.9	1	40.7	1	42.7	------	82.2	1	49.0	1	53.3	2	11.7	------	81.4	------	70.9	1	40.9	1	12.8
CSSO	------	------	2	11.4	2	9.9	------	------	2	10.4	2	9.8	1	13.6	------	------	------	------	2	13.4	2	11.2
Director of counseling	------	------	------	------	------	------	------	------	------	------	------	------	3	8.9	------	------	------	------	------	------	------	------
Percent of total	------	41.9	------	52.2	------	52.6	------	82.2	------	59.4	------	63.0	------	34.3	------	81.4	------	70.9	------	54.2	------	24.0

Table 107.—*Rank and percentage of officers and groups that administer officially approved policy for religious activities in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	......	723	......	297	......	426	......	73	......	345	......	92	......	213	......	43	......	134	......	367	......	179
Director of religious affairs	......	35.0	......	12.8	......	50.5	......	49.3	......	50.1	2	10.9	......	16.0	......	39.5	......	29.8	......	40.6	......	26.2
CSSO	......	......	......	......	......	......	......	......	......	......	1	12.0	......	......	......	......	......	......	......	......	......	......
Student committee	......	......	......	......	......	......	......	......	......	......	3	5.4	......	......	......	......	......	......	......	......	......	......
Vice president for student services	......	......	......	......	......	......	......	......	......	......	3	5.4	......	......	......	......	......	......	......	......	......	......
Percent of total	......	35.0	......	12.8	......	50.5	......	49.3	......	50.1	......	33.7	......	16.0	......	39.5	......	29.8	......	40.6	......	26.2
Function not performed	......	19.6	......	40.1	......	......	......	21.9	......	......	......	20.6	......	45.5	......	27.9	......	26.1	......	13.1	......	26.2
Percent of total	......	54.6	......	52.9	......	50.5	......	71.2	......	50.1	......	54.3	......	61.5	......	67.4	......	56.0	......	53.7	......	52.5

TABLE 108.—*Rank and percentage of officers and groups that administer officially approved policy for remedial clinics in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Faculty (individual)	------	16.9	1	15.5	------	17.8	2	11.0	------	18.3	1	22.8	------	14.1	1	18.6	1	14.9	------	16.9	------	17.9
Academic dean	------	------	2	10.1	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------
Director of counseling	------	------	------	------	------	------	1	13.7	------	------	------	------	------	------	1	18.6	------	------	------	------	------	------
Director of student recruitment	------	------	------	------	------	------	2	11.0	------	------	------	------	------	------	------	------	------	------	------	------	------	------
Director of remedial clinics	------	------	------	------	------	------	------	------	------	------	2	12.0	------	------	------	------	2	14.2	------	------	------	------
Percent of total	------	16.9	------	25.6	------	17.8	------	35.6	------	18.3	------	34.8	------	14.1	------	37.2	------	29.1	------	16.9	------	17.9
Function not performed	------	36.4	------	33.0	------	38.7	------	19.2	------	36.2	------	27.2	------	46.5	------	18.6	------	21.6	------	40.9	------	42.4
Percent of total	------	53.2	------	58.6	------	56.6	------	54.8	------	54.5	------	62.0	------	60.6	------	55.8	------	50.7	------	57.8	------	60.3

TABLE 109.—*Rank and percentage of officers and groups that administer officially approved policy for registration and records in insitutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions		723		297		426		73		345		92		213		43		134		367		179
Registrar		70.5		60.3		77.7		87.7		81.7		65.2	1	48.8		90.7		70.9		75.2		55.9
Academic dean													2	19.2								
Percent of total		70.5		60.3		77.7		87.7		81.7		65.2		68.1		90.7		70.9		75.2		55.9

TABLE 110.—*Rank and percentage of officers and groups that administer officially approved policy for the student activity calendar in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
CSSO	1	21.0	1	18.2	1	23.0	2	13.7	1	21.4	2	17.4	1	24.4	2	16.3	3	13.4	1	24.5	1	20.7
Dean of women	2	14.8	2	14.1	2	15.2	2	13.7	2	17.1	1	22.8	3	8.0	1	18.6	1	20.9	2	16.9	4	5.0
Student council committee	3	7.3	------	------	3	8.7	------	------	3	8.7	3	6.5	4	5.6	------	------	------	------	3	6.3	3	9.5
Director of student union	4	6.4	------	------	------	------	1	23.3	4	5.5	------	------	------	------	3	11.6	2	17.2	------	------	------	------
Academic dean	5	5.0	5	5.4	4	4.7	------	------	------	------	------	------	2	11.3	------	------	------	------	------	------	2	12.3
Dean of men	------	------	3	6.4	------	------	------	------	------	------	------	------	------	------	------	------	------	------	4	5.4	------	------
Security officer	------	------	4	6.1	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------
Student committee	------	------	------	------	------	------	------	------	------	------	4	5.4	------	------	------	------	------	------	------	------	------	------
Group of faculty members	------	------	------	------	------	------	------	------	------	------	------	------	------	------	4	11.6	------	------	------	------	------	------
Percent of total	------	54.5	------	50.2	------	51.6	------	50.7	------	52.8	------	52.2	------	49.3	------	58.1	------	51.5	------	53.1	------	47.5

TABLE 111.—*Rank and percentage of officers and groups that administer officially approved policy for student recruitment in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of admissions	1	39.7	1	23.9	1	50.7	1	50.7	1	51.3	1	35.9	1	18.8	------	46.5	------	41.8	1	43.9	1	27.9
Director of student recruitment	2	9.5	------	------	2	12.4	2	11.0	2	11.6	------	------	------	------	------	------	------	------	2	11.4	------	------
CSSO	------	------	2	9.1	------	------	------	------	------	------	2	13.0	2	10.3	------	------	------	------	------	------	------	------
Business manager-CSSO	------	------	3	7.1	------	------	------	------	------	------	3	5.4	------	------	------	------	------	------	------	------	------	------
Academic dean	------	------	------	------	------	------	------	------	------	------	------	------	3	8.0	------	------	------	------	------	------	2	10.1
Registrar	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	3	7.3
Percent of total	------	49.2	------	40.1	------	63.1	------	61.6	------	62.9	------	54.3	------	37.1	------	46.5	------	41.8	------	55.3	------	45.2
Function not performed	------	7.1	------	12.1	------	------	------	------	------	------	------	------	------	13.1	------	14.0	------	11.2	------	------	------	9.5
Percent of total	------	56.3	------	52.2	------	63.1	------	61.6	------	62.9	------	54.3	------	50.2	------	60.5	------	53.0	------	55.3	------	54.7

Table 112.—*Rank and percentage of officers and groups that administer officially approved policy for testing program in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of testing	1	25.2	1	26.9	1	24.2	1	41.1	1	27.5	1	26.1	2	15.5	1	51.2	1	38.1	1	23.4	4	12.8
Director of counseling	2	19.9	2	26.6	2	15.0	2	31.5	2	16.2	3	15.2	1	23.9	2	37.2	2	26.1	2	18.2	3	14.5
CSSO	3	12.6	------	------	------	------	------	------	3	12.2	2	17.4	3	14.6	------	------	------	------	3	13.6	1	15.6
Academic dean	------	------	------	------	3	11.7	------	------	------	------	------	------	------	------	------	------	------	------	------	------	2	15.1
Percent of total	------	57.7	------	53.5	------	50.9	------	72.6	------	55.9	------	58.7	------	54.0	------	88.4	------	64.2	------	55.3	------	58.1

TABLE 113.—*Rank and percentage of officers and groups that administer officially approved policy for the student union in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Director of student union	------	23.2	------	31.3	------	17.6	------	61.6	------	21.4	------	29.3	------	10.3	------	58.1	------	40.3	------	19.3	------	10.1
Function not performed	------	40.1	------	30.6	------	46.7	------	17.8	------	41.4	------	21.7	------	53.5	------	18.6	------	21.6	------	37.9	------	63.7
Percent of total	------	63.3	------	62.0	------	64.3	------	79.4	------	62.9	------	51.1	------	63.8	------	76.7	------	61.9	------	57.2	------	73.7

TABLE 114.—*Rank and percentage of officers and groups that administer officially approved policy for veterans affairs in institutions of higher education, by control, type, and enrollment size of institution: Aggregate U.S., 1962–63*

Officers and groups	Control						Type								Enrollment size							
	All institutions		Public		Private		Universities		Liberal arts colleges		Teachers colleges		Junior colleges		10,000 and over		2,500–9,999		500–2,499		Below 500	
	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent	Rank	Percent
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total number of institutions	------	723	------	297	------	426	------	73	------	345	------	92	------	213	------	43	------	134	------	367	------	179
Registrar	1	21.4	1	20.9	------	21.8	2	17.8	1	23.2	1	22.8	1	19.2	2	18.6	2	17.2	1	25.1	------	17.9
CSSO	3	9.0	2	11.4	------	------	------	------	------	------	2	10.9	------	------	------	------	3	11.2	------	------	------	------
Director of veterans affairs	2	10.1	3	11.4	------	------	1	34.2	2	9.6	------	------	------	------	1	34.9	1	21.6	------	------	------	------
Business manager-CSSO	------	------	------	------	------	------	------	------	------	------	3	9.8	------	------	------	------	------	------	------	------	------	------
Academic dean	------	------	------	------	------	------	------	------	------	------	------	------	2	14.1	------	------	------	------	------	------	------	------
Business manager, treasurer	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	8.4	------	------
Percent of total	------	40.5	------	43.8	------	21.8	------	52.1	------	32.8	------	43.5	------	33.3	------	53.5	------	50.0	------	33.5	------	17.9
Function not performed	------	21.4	------	10.1	------	29.3	------	------	------	24.6	------	15.2	------	23.0	------	------	------	------	------	20.7	------	37.4
Percent of total	------	61.9	------	53.9	------	51.2	------	52.1	------	57.4	------	58.7	------	56.3	------	53.5	------	50.0	------	54.2	------	55.3

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